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The purposes of this study were to test the dependability of stated employee selection criteria, to ascertain the degree of congruence between stated and actual selection criteria, and to determine the degree of change in criteria due to "looseness" or "tightness" of the local labor market. Seven test labor market areas representing a variety of socioeconomic situations, geographical settings, and degrees of looseness or tightness were selected. One hundred entry level jobs in 35 establishments were studied through field interviews and examinations of actual personnel files. A total of 9,667 employees in 11 job classifications were involved. Some findings were: (1) Job standards can be stated specifically and can be related to the state of the labor market, (2) Job requirements tend to fall below employer selection preferences, (3) Some job requirements reflect promotion requirements rather than entry requirements, (4) Employers tend to adhere to standards but will hire substandard workers, (5) Above average wages distinguish multi-plant firms from local firms, (6) A high school diploma is often required for irrational purposes, (7) Skills are less important than education, personal characteristics, and attitudes, and (8) The interviewer's reaction to an applicant can be an extremely important employment factor. (EM)

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June 1968

U.S. DEPARTMENT OF
HEALTH, EDUCATION, AND WELFARE

Office of Education
Bureau of Research

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ACKNOWLEDGEMENTS

This study of employers' attitudes has been a team project from the start, and its successful conclusion must be credited to a much larger group than the list of authors might imply. In addition to those who wrote the report, four others--Harold Maggied and Helen Samuels of the Columbus Laboratories, and Leonard Lederman and Margaret Windus of Battelle's Washington Office--participated in the field surveys and contributed from their experience many valuable insights. Fred Goodman assisted in summarization and tabulation of the field work. Helen Taylor prepared the master copy from which this report has been reproduced, assisted by Cheryl Janey, Pamela Hunt, Alberta Butler, and Betty Persons. This group assumed full charge of format, relieving the writers of responsibility for a mass of important detail. And many others, both in Battelle and in the U.S. Office of Education have earned the authors' gratitude for unfailing support.

CHAPTER I

SUMMARY

Beginning in mid-1966, the Columbus Laboratories of Battelle Memorial Institute undertook a series of case studies for the United States Office of Education. This research was intended to examine requirements for employment in a selected group of entry-level job categories, to ascertain the degree to which these requirements were affected by the relative tightness or looseness of the employer's labor market, and to draw from this knowledge implications which might guide the Office of Education in improving the employability of disadvantaged socio-economic groups.

The Problem

In establishing vocational education programs for the disadvantaged, the Office of Education must determine the proper mix of subject matter, manual skills, general education, and psychological guidance to be included. If the employer's actual criteria of employability (i.e., the ones which implicitly or explicitly control the decision to hire or not hire) can be determined, they obviously provide the best guide for establishing vocational education curricula. The problem is therefore to test the dependability of the employer's stated criteria, to ascertain the degree to which they reflect his actual criteria, and to determine the degree to which the latter are altered by changes in the labor market.

It was proposed that this information could be obtained by a series of comparisons between what employers say they do and what they actually do under different degrees of labor market stringency. This would provide a means of determining both the minimal levels of qualification which seemed absolutely necessary to get the work done and the other (often intangible) factors which might significantly affect any given individual's employability.

The Methodology

Battelle selected a set of seven test labor market areas which represent a variety of socio-economic situations, geographical settings and degrees of tightness and looseness: Charleston, West Virginia;

Cleveland, Ohio; Columbus, Ohio; Indianapolis, Indiana; Jersey City, New Jersey; Richmond, Virginia; and Scranton, Pennsylvania. These areas varied in unemployment rates from under 2 percent (in Richmond) to more than 5 percent (in Jersey City). Between three and seven large establishments (some locally-owned and others, parts of multi-plant firms) were selected in each area. Then, working with the personnel department in each firm, a Battelle field team (usually composed of two professional workers) surveyed three or four entry-level job categories in each plant. The eleven specific job categories that were covered fell into five broad types of work: Clerical and sales (typists, file clerks, clerical machine operators, key-punch operators, and sales clerks); janitorial and maintenance (porters and maids); industrial (industrial machine operators); food service (food assemblers); and health service (unregistered laboratory technicians, nurse aids, and orderlies). All told, there were 100 cases studied, with a case defined as one job title studied in one employer's establishment.

In each plant a series of interviews in depth were supplemented by the examination of a sampling of actual personnel record files. In this manner information was collected for subsequent (non-statistical) analysis in terms of the real criteria which employers seemed to be applying to potential employees.

Coverage

Although this was not a statistical study based upon a randomized or stratified sample, it embraces a large and probably quite representative group of situations, employers, jobs, and workers. Reference to the accompanying table makes this quite obvious.

In the seven cities, the 35 surveyed employers actually employed more than 80,000 workers of all kinds at the time they were surveyed. The four Scranton firms, for instance, averaged over 600 employees each. The three surveyed plants in Jersey City averaged more than 5,000 employees each. All these workers were not covered by the survey--only a selected group of job titles were studied in each plant--but almost 10,000 workers were actually embraced by the 100 cases studied. This is to say that there were, e.g., over 4,000 industrial machine operators employed in the plants in which industrial machine operators were studied, and over 800 nurse aids were employed in those hospitals in which nurse aids were a subject of inquiry.

For each job category, the table shows the geographical distribution of its survey. Several categories (typists, file clerks, porters and maids, and industrial machine operators) were surveyed in at least one establishment in each of the seven cities. Other job categories were less fully covered. For instance, neither food service nor health service workers were studied in Jersey City, primarily because of the field team's inability to locate a private hospital (i.e., one not under civil service control) of any size which was willing to cooperate.

NUMERICAL AND GEOGRAPHICAL COVERAGE OF THE FIELD SURVEY

	Survey Cities							
Item	Charleston, W. Va.	Cleveland, Ohio	Columbus, Ohio	Indianapolis, Indiana	Jersey City, N. J.	Richmond, Va.	Scranton, Pa.	Total
Number of Employers	4	7	5	6	3	6	4	35
Total Number of Employees	7,150	18,620	9,957	19,900	16,095	5,983	2,617	80,322
Employees in Surveyed Jobs:*								
Typists	112	109	281	5	85	78	25	695
File Clerks	40	26	42	30	28	65	21	252
Clerical Machine Operators	14	35	49	13	8	15	-	134
Key-Punch Operators	-	29	-	21	-	26	-	76
Sales Clerks	-	520	97	260	350	50	300	1,577
Porters & Matrons	17	160	36	183	17	90	64	567
Industrial Machine Operators	125	1,247	32	2,238	155	355	214	4,366
Food Assemblers	13	155	81	247	-	48	-	544
Laboratory Technicians	-	25	7	480	-	10	8	530
Nurse Aids	114	271	171	271	-	-	12	839
Orderlies	37	-	-	-	-	50	-	87
TOTAL	472	2,577	796	3,748	643	787	644	9,667

* These are persons in the specified job category in the plants actually surveyed with respect to that job category.

Organization Of This Report

The general parameters of this study, the problem and its setting, have been examined in Chapter II, which follows. In Chapter III we take up the methodology employed. These two chapters are supplemented by Appendices A and C, which provide technically important details that would interfere with a smooth narrative flow.

Actual study results are presented in Chapters IV - IX and in Appendices B and D. Numerical summaries of information collected (not to be treated as statistical data) in the 100 cases are shown in Appendix B. The individual case settings are described, along with the narrative statement of case findings, in Appendix D. And the analyses of these data make up the texts of the several chapters.

Chapter IV contains a general analysis of the 100 cases undertaken to establish a framework within which analyses could be made of particular entry-level jobs. The broad occupational categories covered by these analyses embrace clerical and sales personnel (Chapter V), janitorial workers (Chapter VI), industrial machine operators (Chapter VII), food assembly jobs (Chapter VIII), and health service workers (Chapter IX).

The findings, conclusions and recommendations of the entire study are brought together in Chapter X. The substance of that chapter has been abstracted into an executive summary which comprises the remainder of this Chapter I.

Findings

The findings which follow are organized in the same order of those in Chapter X, but omit most of the discussion which will be found in that chapter, as well as the caveats and qualifications included with that discussion.

The Employer and the Labor Market

---Employers can state their job standards quite specifically in a manner that can be related to the tightness or looseness of the labor market.

---Preferences express the employers idealized desires, are often quite irrational, but do not seem to vary with the market's tightness/looseness . Requirements are much more functional and rational, and tend to fall below preferences where necessary to fill the job.

---In certain jobs (e.g., industrial porters and machine operators) requirements are set in terms of promotion, rather than of entry.

---Once standards have been set, employers tend to adhere to them. Nevertheless, to recruit needed workers they will relax standards as well as lower them. Thus, many sub-standard workers have been hired.

---Multi-plant firms have centrally-established employment guidelines plus considerable local autonomy. Thus, they are often indistinguishable from local firms except for a tendency to pay above-average wages.

The Nature of Entry-Level Qualifications

---Educational requirements vary, but are usually specific. For a few jobs (some porters and hospital diet aids) functional literacy was the only requirement.

---A high school diploma was often required for irrational reasons, as a presumed indicator of perseverance, or because it was functionally needed.

---Skills are less important than education or personal characteristics and attitudes. In most jobs skills can be learned on the job. In others (key-punch, clerical or industrial machine operation, typing) specific skills must be obtained before employment.

---Personal qualifications (character, attitude, grooming, etc.) are extremely important. Police records are checked, but do not necessarily bar applicants; a falsified application form will.

---Health is important for food-handlers' permits, insurance, appearance and job performance.

---The interviewer's reaction to an applicant can be an extremely important factor determining employment.

---To the degree that vocational education programs focus only on skills, they will fail to enhance the employability of disadvantaged groups.

---Janitorial training may prove useful, but further study of this job is needed.

---No vocational training seems immediately justifiable for food assemblers. More research is needed before this becomes final.

---Candidates for work as unregistered laboratory technicians need general education up to and including science before vocational training becomes relevant.

---In some cases, promotion opportunities are held out and used as justification for standards. The validity of this is determined by the reality of the promotions.

Some Factors Affecting the Labor Market

---Tight labor market conditions could be loosened by lowering standards for employment, by raising wage levels, or by increased opportunities for promotion. All three have been used by surveyed firms.

---Some employers, especially hospitals, recognize the fact that they have serious labor shortages, but do little about it. The problems of providing adequate health services are especially urgent.

---In general, clerical workers and industrial machine operators had the best opportunities for promotion.

---Food assembly in hospitals, factories and stores (but not in commercial feeding establishments) were low in pay, prestige and promotions. These job markets were usually very tight.

---Unregistered laboratory technicians were affected by the supply of registered technicians. Better pay to either group would loosen this market.

---If jobs were redefined for less-qualified workers, there is evidence that most jobs could still be performed adequately.

Significance of the Entry-Level Job

---Some entry-level jobs (non-manufacturing industry porters and hospital diet aids) are dead-end, frustrating young workers' expectations of career. Others (porters in manufacturing plants, industrial machine operators, clerical machine operators, and typists) do provide career entry.

---The jobs which frustrate ambitious young workers are very important sources of income to older, unambitious workers of limited capability.

---Employers often use entry-level jobs as pools of promotable workers. This deserves more detailed study, since it involves several types of social dilemma.

---The dead-end jobs could serve the community as a valuable source of income and satisfaction for the culturally deprived or mentally retarded.

---Many Negroes who are culturally deprived, but mentally and physcially capable, could use entry jobs as sources of training and experience.

---Two industrial entry-ports (porters and machine operators) promise to provide career starts for two different and noncompetitive classes of blue-collar workers.

---The employment problems of the health service industry are tied in with much broader social needs. Here further research, vocational training, and social inventiveness are all needed.

Potential Improvements in Entry Job Markets

---All parties need knowledge of the basic functional requirements of each kind of work.

---Workers need knowledge of job requirements and opportunities, and of how to seek work and act on the job.

---Employers need knowledge of skill/characteristics available in labor force, and how to call them forth.

---There is a general need for institutional inventiveness, e.g., in health services to supplement professionals (doctors, nurses, etc.) by nonprofessionals teamed with sophisticated machinery. This will also affect employment.

---There is need for private employers to raise wages in tight labor markets as means of increasing labor supplies and of improving the prestige of low paying jobs.

---There is need for more general as well as vocational education to be made available in direct conjunction with work.

Specific Prospects of Surveyed Jobs

---Clerical work requires higher education and less emphasis on personality and appearance than sales work.

---Changing nature of clerical and sales jobs do not imply reduction in the employment opportunities they provide.

---Job skills more important in clerical than in sales jobs, especially for promotion. Workers can grow on the job.

---Sub-standard sales and clerical workers have performed satisfactorily, indicating a tendency for employers to insist on relative over-qualification.

---Janitorial work may actually be three different kinds of jobs: dead-end jobs in nonmanufacturing firms, an important means of entry into higher-rated factory jobs, and possibly a growing opportunity in contract work (further study of this is needed).

---Factory porters should have non-janitorial blue-collar skills and knowledge.

---For contract janitor service, workers should have janitorial and maintenance skills and knowledge.

---In connection with their dead-end porter jobs, nonmanufacturing firms must either raise wages or redefine the jobs.

---Industrial machine operation is an important career entry job. It provides a demand for a variety of traditional vocational education programs.

---Food assembly is essentially a dead-end job in the surveyed establishments. They did not cover commercial feeding, which might be different.

---Food assembly is important to certain groups of limited workers, a fact which may justify some stopgap vocational training.

---Health service jobs may also be dead-end in many instances. If nothing else these workers need "professionalization" via intensified screening and training to improve their status and morale.

---Unregistered laboratory technicians are unique in that higher pay for them or for their registered counterparts would ease the labor market. They also represent a higher educational level than orderlies and nurse aids.

Conclusions and Recommendations

Like the summarized findings, these conclusions and recommendations follow the general order of Chapter X, but omit the discussions, caveats and qualifications of that chapter.

Improvements in Research Methodology

---Instead of selecting areas for study from the extremes of the tight/loose continuum, where markets are subject to strong employment cycles it is better to focus on the employer's evaluation of the tightness or looseness of his own labor market.

---In the future, studies of this type should identify and survey all kinds of employers in each job-type.

---The study of the same job in different establishments of several multi-plant firms is an especially useful device for isolating market distinctions.

---In general, the method of coupling in-depth interviews of employers with examinations of personnel folders has proven itself.

---The method can be further improved by taking especial pains to get full inclusion of all classes of persons (currently employed, hired and promoted, hired and dismissed during probation, not hired) and to obtain complete comparable information on each person.

---Research coverage should be extended to include: relationships between wages and job functions; actual rather than claimed promotions; comparisons between characteristics of promoted and non-promoted workers; and relations between qualifications, supervisors' evaluations, and promotions.

Further Similar Research

---Many other entry-type jobs should be studied in this same general way.

---This methodology can and should be applied to many jobs higher up the career-ladder.

---This same methodology should also be applied to comparable jobs in loosening markets, either by a search for such markets or by waiting for a reversal of the current employment cycle.

Other Indicated Research Needs

---To fill information gaps, we recommend study of: the functional requirement of contract janitor service; the employer's attitude to the worker's police record; and the use of screening tests by employers.

---To quantify or to state more precisely the qualitative finding of this study, we recommend: randomized statistical studies of employers, of workers, and of job functions and requirements; studies of the validity of promotability as a hiring goal or as a basis for fixing standards; and means which can be used in adapting sub-standard workers to work which they ordinarily cannot perform.

Some Recommendations for Social Action

---Vocational education programs intended to help hardcore unemployed or young workers should shift emphasis from job-related skills and knowledge to general education, personality and attitudes.

---Applicants must be taught how to seek a job and how to act on the job.

---This involves: how to seek openings; filling application forms; test-taking; proper dress and attitude for the interview; and the personality traits and personal history most likely to appeal to employers.

---Young workers must be given experience in the job situation, especially if they come from sub-cultures which do not share business-oriented values.

---Even in jobs which are dead-end (certain porters and food assemblers), experience-oriented training programs would be useful and would facilitate the earning of incomes, even if not career-related.

---Where skills are required, cooperative work-training programs should draw on industry for facilities and instructors.

---Close cooperation is needed between employers and vocational education programs in order to combine full understanding of job requirements with an integrated approach to labor market problems.

---Certain employer practices (e.g., the credit/police/reference/ employment records check) tend to be discriminatory, even when discrimination is not intended. Public and private effort is recommended to find acceptable substitutes.

---Particular dead-end jobs might be separated from career-related entry jobs and used to provide employment for the elderly, the discouraged, and the intellectually limited. This would reduce the frustration of these persons in competition with others, as well as the frustration of ambitious workers in dead-end jobs.

---There is need for restructuring job-descriptions along socially and technically desirable lines. This could involve several different machine/man/duty combinations in the same situation, so as to employ a wider range of people under circumstances that could increase both their productivity and their self-esteem.

CHAPTER II

THE PROBLEM AND ITS SETTING

On November 26, 1965, Battelle's Socio-Economic Research Section submitted an unsolicited proposal to the United States Office of Education. The proposal outlined a methodology for learning more about employer requirements for and employment potentialities of certain entry-level occupations.

The Problem

The hypothesis which Battelle proposed first to test and second to apply to a series of more specific analyses concerned the relationships between (1) the individual employer's attitudes toward the "qualifications" of entry-level workers and (2) the degrees of "tightness" or "looseness" which characterized the labor market in which that employer recruited that type of worker. In discussing this hypothesis, the proposal stated:

> In discussing those labor market problems which involve the acceptability of particular labor characteristics in particular job categories, confusion often occurs betweeen (a) the direct functional requirements of a given job, and (b) the employer's insistence on certain minimal levels and kinds of background, education, and/or skill. If there is a distinct surplus of some particular kind of labor, employers can afford to be "choosey". In time they may become so accustomed to the situation as to feel that certain lower grades of labor cannot be used in certain jobs. In addition, probably because of the persistence in this country of an "office boy to executive" mythology, employers often feel it advisable to hire overqualified persons for certain positions. On the other hand, if the labor market happens to be very tight for very long, employers seem able to discover ways of adjusting or supplementing job situations, in order to utilize whatever labor happens to be available.
>
> There is much discussion in this country concerning whether (a) technological progress is reducing our needs for lower skilled, less educated workers and is increasing our needs for workers with higher levels of education, or (b) technological progress is acting to reduce the skill requirements of particular processes, transferring the

making of many routine decisions, as well as the attainment of certain complex results or extremely close tolerances, from the man to the machine. There are many persons who feel that both situations are occurring.* In the United States, in recent years, a considerable degree of technological progress--involving both the mechanization of previously manual operations and the automation of many processes--has taken place in concurrence with a generally rising availability of labor. In the present context, we are not concerned with what has caused present unemployment. We know that employers are now demanding better educated, higher skilled workers and are laying off or turning away those with lesser qualifications--but why are they doing it? Are they being forced to do this by the direct functional requirements of our technology? Or are they acting out a collective habit of taking advantage of persistent labor surplus?

The methodology to be discussed hereinafter is intended to contribute answers to many of these questions by comparing employers' attitudes toward and utilizations of specific types of labor under varying degrees of labor-market stringencies.

In order to test and perhaps to apply this hypothesis, Battelle proposed to undertake a series of case studies in local labor markets. The direct findings of these field studies were intended to indicate:

(1) Whether or not employers in the United States have tended generally to demand and hire "overqualified" entry-level workers.

(2) The degree to which this use of the "overqualified" seems to have occurred.

(3) The degree to which increases (decreases) in worker productivity might be effected by greater utilization of "slightly lower qualified" workers.

(4) The devices or adjustments which might be used to increase the employability and productivity of presently unacceptable types of workers.

---

* See, for example, Paul Sultan and Paul Prasow, "The Skill Impact of Automation", in Volume 1 of Selected Readings in Employment and Manpower, 88th Congress, 2nd Session, Senate Committee on Labor and Public Welfare, 1964, pp. 542-558.

In addition, an important methodological purpose was intended for this project--namely, to try to develop a means of exploring a question of this type not so much to obtain precise statistical measurements as to delimit the problem area and ultimately to provide a setting for more highly specified statistical field studies.

The General Approach

A more detailed description of project methodology is set forth later in this report (see Chapter III and the Appendices). At this point only a brief overview is intended in order to provide a setting for the many field problems which were met and the methodological modifications which were made.

This study was confined to a series of entry-level jobs, although the methodology can be applied just as easily to jobs of higher skill/experience content. This restriction was imposed because of Battelle's understanding of certain immediate needs of the Office of Education. The agency has, among others, functions closely related to current concern about the employment of several disadvantaged subgroups of the population. These groups share the common characteristic that some socio-economic phenomenon--e.g., school failures, inadequate schooling, social and/or economic discrimination, technological change--has left them with few if any salable skills. Thus, the Office of Education has a strong interest in programs or activities which will lead to the employment of these persons; and Battelle has been guided in this investigation by the consideration that the best opportunities for the employment of these persons probably would be found at the entry levels of different types of work.

Establishment of Study Coverage

In choosing local labor markets, an attempt was made to embrace areas at the extremes of a tightness/looseness spectrum. Since comparable data are not geographically available with respect to the stringency of local markets for specific job titles, this choice had to be exercised with reference to the local aggregate unemployment rates. Obviously, a market characterized by high general unemployment might still be quite tight for jobs requiring a particular skill. Nevertheless, since it was felt that the entry-level jobs were probably less heterogeneous in their skill-requirements than jobs at higher skill levels, it was thought that the general local unemployment rate would be a useful indicator.

As will be shown, it proved impossible to maintain wide separation of labor market areas in terms of their overall tightness-to-looseness. For this reason, the final geographical choices were made also in terms of economic diversity and of accessibility to Battelle-Columbus or Battelle's Washington (D.C.) office. The seven labor market areas finally selected were: Columbus, Ohio; Cleveland, Ohio; Richmond, Virginia: Indianapolis, Indiana; Jersey City, New Jersey; Scranton, Pennsylvania; and Charleston, West Virginia.

Within each local labor market, selections of employers for study had to be made. If this were a statistical sampling study, the selection problem would have been greatly complicated by the unwillingness of particular employers to cooperate. A case study, in contrast, was not under this same constraint, a fact which greatly facilitated the selection process. An attempt was made to select employers with fairly large labor forces in which several kinds of entry-level jobs were numerically well-represented. Certain selected job titles in the food handling and health fields were rare outside of one or two narrowly defined classes of enterprise (e.g., hospitals), so that these enterprises were deliberately chosen wherever they were willing to cooperate. There was a similar shortage of possible employer correspondents of entry-level machine operators which led to the disproportionate use of such employers wherever they were found.

Aside from considerations such as the above, no particular effort was made to cover particular industries. A deliberate effort was made to include in the study group a number of multi-plant firms which had branches in several of the study areas. Originally, it had been hoped to have each such employer represented in three or more labor markets and to have between one-third and one-half of the cooperating employers in each area drawn from this group. For a variety of reasons, this could not be fully realized. Nevertheless, a significant portion of the establishments surveyed were parts of multi-plant companies. Few indications, if any, emerged that these employers as a group differed in their attitudes toward employee qualifications from locally-owned firms. Nor did there seem to be unexpected differences in the behaviors of the individual plants in the same firm.

The selection of specific job titles for examination was constrained by two considerations: (a) the restriction to entry-level jobs, and (b) limitations on the degree to which specific types of jobs were relevant to the Office of Education programs. Many entry-level jobs are actually apprenticeships; and a deliberate exclusion was made of all apprenticeable jobs, because the craft or union (rather than the employer) may determine entry requirements. Jobs related to agriculture were specifically excluded

Jobs requiring college degrees for entry also were excluded as probably being beyond the short-term reach of the majority of the disadvantaged, even with special assistance.

On the positive side, attempts were made to select for study jobs that gave promise of future demand for workers, on the one hand, and wide numerical distribution, on the other. An attempt was made, within budgetary limitations, to include entry opportunities into a variety of fields. The final choices were made in terms of the following areas: custodial and maintenance, clerical, sales, industrial machine operation, food service, and health service. An attempt was made to identify no more than three entry-level job types in each of these fields. A major constraint upon this search was the need to find job titles for which special out-of-school educational programs seemed to be meaningful.

The Field Investigation

A field team of two persons typically surveyed each study area. Initially, a trip was made into the area to collect general information and to enlist the cooperation of local employers. An attempt had already been made, by mail and phone, to get an agreement to cooperate from the head office of each of a group of multi-plant firms with branches in the study areas.

After cooperation had been enlisted, the study team began an intensive series of interviews within each cooperating firm. Ideally, it was hoped that all the interviews and other data gathering activities within each establishment could be scheduled within a few days, preferably in sequence, so that an entire study area could be covered within the scope of one or two trips. This proved almost impossible because of the prior commitments of time by many interviewers, unexpected interruptions because of labor problems or other emergencies, vacations, and the like. It also proved difficult to schedule blocks of time with one employer which fit reasonably well with the inevitable intervals and interruptions in scheduled activities. As a result, the field work took longer to complete than had been anticipated, and some employers who had agreed to cooperate could not be used because of scheduling conflicts.

Assuming all timing difficulties resolved, the actual in-plant phase of the survey involved the administration of two separate schedule forms (see Appendix A) in the employer's personnel office. Originally, it had been planned to interview also a group of workers in the plant and either a group of recently rejected applicants or the employment agencies which had referred recent rejectees to the plant. In the pretest, it was decided that these interviews were likely to be too difficult and costly, so that the desired information was drawn from the personnel record forms, rather than from personal interviews.

Form I was used to obtain the employer's statements concerning hiring practices, job descriptions, job requirements and other relevant information on the firm and its attitude toward its employees. Form II was used to record information concerning a single selected employee in or applicant for a given job. The persons for whom Forms II were filled out were chosen, hopefully at random, but not by a formally "randomized" procedure. Up to eight persons were so selected from each of the following four classes of workers or applicants with reference to each selected job title: (1) persons hired and still in that job ("holds now"); (2) persons hired, but released during a probationary period; (3) persons hired and since promoted out of the entry job; and (4) persons who applied or were referred (by an agency) for the job who were not accepted by the employer, even though the employer was hiring for that job at the time. In every instance, this selection was made from records of persons hired (or rejected) since the beginning of 1965.

In each employer's office, interviews began with the director of personnel or employment, or his equivalent, and progressed, first to the personnel interviewer(s) handling applicants for each job-title, and second to the supervisor(s) or others who made final hire-or-reject decisions. At an early stage, instructions were left with the firm as to the kinds of information desired, so that it could be brought together without delay. All the interviews were made in depth, with one team member guiding the dialogue and the other taking notes. Discrepancies within a single person's interview or between interviewees were carefully probed and resolved. When each session had ended, the team members discussed and recorded their information, reviewed their notes and generally undertook to assure the completeness and fairness of their findings.

The information called for by Form II was taken directly or indirectly from the individual worker's or applicant's record folder in the personnel files. Most respondent firms had no objective to the field team's direct examination of such folders. In these cases, the team members filled out the Form II with the folders in front of them; and there was ample opportunity to examine the files and to get the full "flavor" of each record. In other cases, however, the firms preferred to have their own staff interpret the records. In those cases, a member of the firm's personnel staff went through each folder and supplied the team with the information for the Form II. Regardless of the precise method used, there was considerable variation between firms in the amounts and kinds of information contained in these files.

Case Analysis

As soon as all the information on a single firm had been collected and recorded, the "cases"* were ready for tabulation and analysis. Since this is not a statistical study, the tabulation process was intended to reduce each case to a more manageable form without eliminating the information which made that particular case unique. Tabulation was therefore confined to the few broad tallies and listings shown in Appendix B. Using both the tabulation and the original Forms I and II, each case was then written up in a standard format, as included in Appendix D, and summarized on a check-sheet for final analysis. To the fullest possible extent, this initial case write-up was done by a person having field familiarity with the case.

Each case analysis addressed itself to the employer's statements concerning minimal entry qualifications, preferred (extra) entry qualifications, promotability, et cetera, in the light of actual characteristics found on entry among the several "sampled" workers. All this analysis was carried out within the context of the relative tightness or looseness of the local labor market for that particular job-title.

Final Analysis

All the case data (i.e., the descriptions of the relevant areas, firms and job-titles, the case tabulations, and the case analyses) are brought together in the Appendices. The final analyses, which constitute the text of this report, drew upon these data and generalized from them. These final analyses, rather than any statistical compilations or quantifications, constitute the findings of the study. In the main they have been made and the text has been written by or under the direction of the principal investigator. However, the entire study staff has been involved in the entire report, which could not have been written without the continuing and intense participation of the entire group.

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* In this context, a case may be defined as a single job title in a given plant. Thus, the field work gathered information on 7 labor markets, on 35 firms, and on a total of 100 cases.

CHAPTER III

METHODOLOGY

As pointed out in Chapter II, this is a case study with few quantitative overtones. In other words, this investigation was undertaken for the purpose of exploring as many aspects as possible of a generally unmapped serious problem related to labor and education, rather than for the purpose of quantifying a specified few of these aspects.

The original research proposal was drawn up during the Fall of 1965 in terms of certain fundamental assumptions as to the field situation. By the time the grant was awarded (mid-1966) the situation had changed so much that some of these parametric assumptions had to be relaxed--and the methodology altered accordingly. In order to place these changes in their proper context, we will first quote directly from that proposal and then examine the changing circumstances and the methodological changes which followed.

The Original Design*

> The research program proposed herein is intended to ascertain (a) whether or not U.S. employers have demanded and hired an overqualified work force for particular job functions, and if so, the degree to which they have done so; (b) the degree to which productivity increases might be achieved via generally better utilization of labor, including the use of slightly 'lower qualified' workers for many functions, thereby releasing higher skills for more productive applications, and (c) the devices which might be employed to increase the employability and productivity of presently unacceptable types within the labor force.
>
> The overall objective of this study is to determine whether or not, and the degree to which, employers tend to reject adequately qualified workers and to hire overly qualified persons, instead. If this proves to be the case, then more specific applications of these findings would include (a) the suggestion of particular employment attitudes and practices which could alleviate short-run shortages of specified kinds of labor (b) the development of particular machinery or production procedures in order to lessen employer dependence on particularly scarce and hard-to-train workers, (c) the identification and establishment of specific management

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* The materials which follow have been excerpted from pages 2-7 of Battelle's original proposal, dated November 26, 1965.

practices that promise to increase the productivity of many categories of workers, and (d) the possible creation of a program (comparable to the 'employ the handicapped' program) designed to stimulate the employment of persons of adequate skill, but perhaps of limited education and training.

* * * * * * *

If the proposed study does not find that employers tend to hire overly qualified workers (i.e., the major hypothesis is not supported), then the study will have made a further positive contribution to vocational training. Such a result would indicate that employers' standards of acceptability--detailed as part of the study--can be used to shape effective vocational training programs for those job functions studied.

Finally, an important additional objective that must be mentioned is methodological. If these analyses achieve their fact-finding purpose, they will also provide the basis for developing and refining the proposed methodology and making it available for wider future application.

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In general, this study will consist of a series of comparisons between the same functional job situation in varying degrees of labor-market stringency. Comparisons will be made primarily between labor markets in terms of ranges or averages of worker characteristics, employer characteristics and employer labor-using practices. The primary causal (independent) variable will be the degree of labor-market stringency in terms of the specified functional job category(ies), and care will be taken to restrict the analysis of differences to differences between markets: this is to say that other differences in characteristics or practices found to obtain by comparing employers in the same market area will be eliminated from final consideration.

The data in terms of which these comparisons are to be made will be collected in a variety of ways, including (1) case studies of selected employers, (2) surveys (by means of questionnaires) of employers, employees, and specific types of unemployed workers, and (3) transcription of data from secondary sources (concerning the areas), from employers' personnel files, and from the files of public and private employment agencies.

* * * * * * *

Geographically, pairs of labor-market areas, one from each end of the labor surplus/shortage array, will be chosen for comparison. In order for these comparisons to be meaningful the following conditions should be met:

(1) The specified job categories should be in reasonable demand (use) in both places.

(2) Regardless of the overall relative tightness or looseness of the two labor-market areas chosen, they should also differ distinctily in relative tightness/looseness in terms of every specified job category.

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Optional: International Comparison

In certain European countries, particularly West Germany and Switzerland, labor-stringencies are, and have been, even greater than those found in the most stringent U.S. market areas. Reports continue to the effect that West Germany and Switzerland are advantageously importing skilled sub-professional workers from other European countries, e.g., Spain. It is suggested that Battelle-Columbus draw upon the capabilities of Battelle-Frankfurt or Battelle-Geneva to make a parallel study of the characteristics of recently hired workers in West Germany or Switzerland for a limited number of job functions and employers (maximum of eight cases) comparable to those to be studied in U.S. labor markets by various stringencies.* * * *

In considering the methological modifications that had to be made, attention must be paid to the following implicit assumptions, listed in the order of their appearance in the above cited portions of the proposal:

1. Records could be obtained which would allow the objective determination of whether or not a given actual or potential employee was "overqualified", "qualified", or "underqualified" for a given job.

2. The employers' standards of worker-acceptability could be precisely ascertained.

3. Precisely equivalent job-types could be found in many different operations.

4. A wide range of labor-market stringencies exist and could be measured.

5. It would be generally possible to obtain permission to interview specific employees, concerning whom a great deal of information already had been obtained from the employer.

6. It would be possible to obtain access generally to the files of "public and private employment agencies", as well as those of employers.

7. Precise measurements were possible of the local tightness or looseness of the labor-market for a specific job-title.

8. In Germany and Switzerland persistent labor shortages existed which were much more stringent than any in the United States.

The Modifications

A series of modifications in the proposed methodology were forced by changes affecting one or more of the above assumptions. In each case, after discussion with the project monitor, it was felt that the purpose of the research, as proposed, was not seriously affected by the change in methodology--but in at least two instances, the development which necessitated the change made the originally proposed comparisons impossible.

Labor-Market Stringencies

When the proposal was drafted during the Fall of 1965, the latest data then available indicated that, in terms of overall unemployment rates, continental U.S. labor markets ranged between 1.6 and 10.3 percent.* By late 1966, when field work was about to begin, the general level of unemployment in this country had fallen and the ranges were distinctly narrower. For example, at the time the proposal was originally submitted, the latest annual data were for the year 1964. Among the cities subsequently chosen for the field survey, unemployment rates ranged from a low of 2.2 percent (in Richmond, Virginia) to a high of 9.1 percent (in Scranton, Pennsylvania). Comparable averages for 1966 ranged between 1.8 percent (again in Richmond) and 4.9 percent (in Scranton and Charleston, West Virginia). By May, 1967, approximately midway during the field period, Scranton's unemployment had dropped to 4.2 percent, Charleston's to 4.0 percent; and Jersey City, New Jersey, was high city with 5.2 percent unemployment.

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* Original proposal, Table 2, page 8.

Because of the loss of some of the sharpness in distinguishing generally tight and loose labor market areas, the final choices of survey points were not made in these terms. It was found, however, that each employer could indicate, by a variety of responses, the relative ease or difficulty experienced in filling each type of job-vacancy. Thus, although it could not be used in selecting the survey cities, relative tightness or looseness of the specific job-market was available for use in the analysis. Since there was evidence that employers in a single area might be faced by different levels of labor stringency--because of factors which could not be easily anticipated or generalized--it was decided to relax an earlier decision not to compare employers in the same area. The analyses therefore proceeded in the envisioned terms, although not in precisely the envisioned manner.

Moreover, the increased demand for labor in the U.S. occurred at a time when the European boom was giving way to recession or depression. In both Germany and Switzerland unemployment rates rose at the time they were falling in the U.S. Therefore, the international comparison was abandoned June 23, 1967, and the related portion of the total appropriation was never requested from the Office of Education.

General Access to Personnel Information

In the original proposal, it was assumed that general permission would be forthcoming to: (a) have access to the employee's personnel file; (b) interview employees and their supervisors on the job; and (c) obtain access to the files of public and private employment agencies in each location. Most employers--but by no means all--allowed Battelle's field teams to see the personnel records after assurances were given that both company and employee identities would not be recorded. However, so few employment agencies--especially the public ones--seemed likely to allow Battelle access to their files that this portion of the field program was changed. Instead, cooperating employers were asked to make available their sometimes limited application and interview records on rejectees. Most of them could and did; so that the analysis proceeded generally as planned. Some employers, however, were reluctant to permit the Battelle field teams to interview their entry-level employees, either on or off the job, since this might have indicated to the workers that their personnel files had been made available to us. In addition, this interviewing would have raised project costs substantially. Where the Form II information could be taken from the file, this was done. In some few instances it could not be obtained at all.

Similarly, it was decided that interviews with supervisors should not be planned to proceed in a manner that identified individual workers as the subjects of interview. Where information had to be collected from a worker's foreman or supervisor, this was usually done by company personnel workers and the data (identified only by a code number) were transmitted to the field team.

This does not mean that access to the supervisors was not permitted--but only that individual workers were not generally discussed with them. Where the supervisors were directly involved in hiring or in promotion, the Battelle field teams always discussed standards and procedures with them.

The Concept of "Qualification"

In general, it was assumed in the proposal and confirmed in the field that each employer had ascertainable criteria of the entry-level acceptability of new workers. As will be shown in the analyses which comprise the bulk of this report, relatively few discrepancies were found between the employers' stated requirements and their informally sampled hiring/rejecting/promoting practices.

However, this does not mean--as had been assumed earlier--that the "qualification" of a given worker is equally ascertainable. As reference to the excerpts from the proposal make clear, an important beginning assumption had been that we (the survey team) could determine whether or not each worker or rejectee were adequately qualified, overqualified or underqualified for the specified job. If by qualification we refer to the worker's innate capability of performing well in the job, then our field experience has proven this assumption invalid. On the other hand, if by qualification we mean merely whether or not the worker meets the employer's stated requirements, then the assumption has been validated.

Even in this latter context, however, the idea of ascertaining the significant over- or underqualification of particular workers or groups of workers obviously must be abandoned. For instance, if the employer requires a high school diploma and 40 words per minute for an entry-level typist, who is the more "overqualified": the girl with one year of college and 40 wpm or the one with a high school diploma and 80 wpm? What about the girl with one year of college and 35 wpm? And again, assuming we could answer this question for employer A, would the same answer necessarily fit employer B, who states the same requirements?

In view of the problems which arise through use of the term "qualification", we have substituted a two-fold terminology--requirements and preferences. For many--in fact, most--employers, this constituted a meaningful distinction and makes possible the following gradation:

---not meeting one or more requirements;
---meeting all requirements, but no preferences;
---meeting all requirements and some preferences; and
---meeting all requirements and all preferences.

How this gradation compares with "underqualified, qualified, overqualified" is (and will be allowed to remain) mooted.

Other Modifications

Before field work was begun, it has been thought that very discrete job-titles would generally characterize the situation, with directly comparable groups of workers (by job-titles) being found in different areas or working for different employers. This has not always proved true, however, and the list of job-titles and descriptions (see Appendix C) has been lengthened as a result: In several instances--such as the treatment of all industrial machine operators as being essentially comparable--only the broad characteristics or requirements of the jobs have been taken into account. In other instances--the separation of orderlies (male) and nurse aids (female)--certain basic sex-differences in the duties of the two jobs made it necessary that they be differentiated in the field.

CHAPTER IV

GENERAL ANALYSIS

Before examining the details of employer-attitudes as they affect each main class of entry-level jobs, it may be useful to summarize major findings in terms of five broad questions:

1. In screening applicants, do employers have and apply clear criteria of employability?
2. Do these criteria fluctuate in response to changes in the tightness or looseness of the particular job market?
3. What are the terms in which the minimum requirements are generally stated?
4. Is there any clear relationship between the employers' minimum standards and their preferences when filling any particular jobs?
5. What role is played by intangible and/or imponderable applicant characteristics in the determination of who is hired or rejected?

The Dependability of Job Specifications

An important aspect of the whole problem which gave rise to this investigation involves the degree to which the employer's own statement of his minimum job requirements can be taken at face value. As a means of testing this point, the Battelle field teams attempted (a) to get the most explicit statement possible of threshold requirements--as distinct from preferences--for each job, and (b) to examine selected examples of persons--hired and retained, hired and discharged, hired and promoted, and not hired--in terms of the specified requirements. If persons were found who had been hired despite their obvious lack of one or more specified qualifications, or if persons were rejected who obviously had them all, that requirement's claim to validity would be questionable. This is not to say, however, that extenuations might not exist, nor that all departures demonstrated bad faith by the employer.

In 62 of the 100 cases that have been surveyed, all the personnel files which were examined seem to have adhered strictly to stated requirements. Another 33 were found in which employee files indicated that one or more persons had been hired with below-threshold qualifications. In four of these same cases and in five others, applicants were rejected who seemed to meet all stated requirements.

An examination of the 38 cases which seemed to raise doubts concerning the validity of the employer's stated minima indicates that special conditions generally justified the departure. In some cases, for instance, persons were hired before full checks had been run on their references, police records, or credit. If a derogatory finding emerged, that person might not be discharged, but put on probation. In other cases, a slight educational deficiency in the formal sense might be waived because of exceptional skill or experience. And in the cases of rejectees who met or seemed to meet the standards, many failed to impress the interviewers with, for instance, their dependability. Also, several persons were rejected as "overqualified", who obviously met all standards.

It seems clear therefore that we can accept the hypothesis that the employer does what he says he does, applies his standards with reasonable uniformity, and takes a consistent and perhaps an enlightened attitude toward his labor force. Most significantly, it seems possible to obtain from the average employer a fairly clear statement of what qualifies a person for employment in his firm in these entry-level jobs. And the qualifications are usually stated in terms of educational level, skill level, and intangibles. We will return to the last at a later point.

Tightness/Looseness As A Determinant Of Minimal Requirements

It will be recalled that one important assumption underlying the proposal for this research was that employers responded to changes in labor supply by varying the hiring threshold. This is to say that when labor was available hiring criteria were assumed to go up and when labor was scarce they were assumed to fall. We can test this assumption by identifying cases in which minimum hiring requirements have changed and by relating these changes to the causes given for them.

In 32 of the 100 cases under study some change was reported to have been made in minimum requirements within a two year period prior to field interview. Twelve of these gave only a change in the labor market as cause; and four others combined this reason with a change in company attitude toward the recruitment process.

The general labor market trends during the two or three years prior to the field survey were toward lower unemployment rates (i.e., greater tightness). In 15 of the 16 cases that changed requirements, the changes were downward--that is, requirements were relaxed in order to obtain workers. In only one case was the change in the opposite direction, too few to support any inference. It is interesting to note that four of the above fifteen cases involved porters in non-manufacturing firms, a job category that seldom opened up avenues of advancement. Thus, the lowering of job requirements probably was forced by the necessity of filling an often "dead-end" type of job with persons who may have had little ambition or talent for advancement. In the same types of jobs in manufacturing plants (where they are usually called sweepers or cleaners) these janitorial workers occupy an entirely different status. They tend to provide a general pool from which persons move into machine operation or other factory-type jobs. Thus, there usually is a higher set of requirements for sweepers/cleaners in industry than for porters in banks and other service-type establishments, not because of more demanding functions but because of an emphasis on promotability and an opportunity for promotion.

We can conclude that there is some tendency for employers to vary their requirements to meet changing labor market conditions. When the market is tightening, this is a natural adjustment which does not in itself indicate anything undesirable. Coupled with an occasionally displayed unwillingness to hire persons whom the employer terms "overqualified", this seems to imply a generally efficient utilization of the labor resource. It does not necessarily mean that the fullest utilization of manpower has been achieved--but merely that a tendency exists to move in that direction. We must emphasize the fact that this tendency has been demonstrated only within the context of a tightening labor market. It would be highly desirable to design and carry out research to test behaviour in a loosening labor market.

The Nature Of Job Requirements

With only one exception (typists in a Cleveland manufacturing firm) minimum requirements of some kind were expressed for every case. In the exceptional case, the absence of specified requirements is perhaps misleading--typist presumably must be able to use a typewriter--and tends to reflect a highly flexible system of "trading-off" between various stated preferences.

The underlying question here relates to the nature of the specified requirements. In each type of job certain requirements are likely to be more important than others. For instance, clerical jobs would be expected to emphasize education more than janitorial jobs. The search for patterns of requirements will be undertaken in the analyses of the several job-categories. At this point, a much more general survey is intended.

Of the 100 cases, 99 employers specified minima; and all but one of them specified with respect to what might be termed the "personality" of the applicant.* We use this term somewhat loosely, of necessity, because the natures of the several kinds of specifications tended to blend with one another. For instance, we generally view personality as a composite of attitude, character and perhaps appearance. However, appearance also implies something with respect to health; and "health" may run over into "physical capability". Similarly, the distinctions between "character" and "attitude" often tend to blur, expecially if an attempt is made to examine them objectively in terms of a police, credit, or reference check. Physical health (especially with regard to communicable diseases), credit history and police record may be strongly associated with racial and socio-economic status in a modern urban society. And attitude (particularly that displayed in a single interview) may be caused by state of health or by socio-economic situation.

Suppose we consider the 98 personality requirements in terms of a threefold scheme: (1) general attitude/personality/character; (2) physical requirements/health check; and (3) reference/police/credit check. The largest single group, 37 cases, specified requirements in all three categories, while 31 specified requirements in the last two categories. The other five possible one-and two-category combinations varied in frequency between four cases (for the first category, only) and eight cases (for two combinations, the first and third categories and the third, only). All told, the reference/police/credit check was the most frequently required, being specified by a total of 84 cases.

It has often been contended that the use of these record checks, especially the police and credit checks, can be devices for racial or socio-economic discrimination. While this is undoubtedly true, it is also true that, if properly handled, they are not necessarily discriminatory and can serve the valid function of protecting the employer and other employees against dishonesty or destructiveness on the part of workers. Also, this check may test general reliability. As a reading of many of the case summaries (in the Appendix) makes quite clear, many of these employers gave no indication of misusing the police and credit checks. Nevertheless, this is a matter which must be kept clearly in mind in carrying out any program of increasing the employability of disadvantaged persons.

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* It should be noted that the field teams made a practice of asking about the so-called "personality" factors, if the employer failed to mention them.

Next in importance of the three types of personality requirements (occurring alone or in combination in 78 cases) was the second category--specific physical requirements or the requirement of a physical examination or health check. Specific physical requirements range from right-handedness (where a particular machine can be operated only by a right-handed person) to insistence on huskiness or general strength (in jobs which require lifting). Health checks vary from the communicable disease checks generally required by law of all food handlers to thorough physical examinations for insurance coverage or to minimize sickness and absenteeism.

Least frequent of the personality requirements (occurring alone or in combination in 54 cases) is the specification of particular attitudes or personality. These requirements generally involve: ability to get along with people (either colleagues or customers); willingness to stay with the job for a reasonable time period; flexibility; or ability to accept routines. Although these attitudes are not mentioned as frequently as are the other "personality" requirements, it is possible that they actually play a disproportionately significant part in determining entry-level employability. There are many indications throughout the survey that, even where these attitudes are not specifically stated as required they exert crucial influence--to the point of refusal to hire--on the interviewer's reaction to the applicant. Moreover, it will be recalled that the police/credit/reference check may be an attempt to evaluate attitude or personality. In other words, any program intended to enhance the job opportunities of persons in the lower socio-economic groups should place considerable emphasis on the psychological (personality and attitude) aspects of the employment interview.

In this same context, it should be noted that appearance (neatness, cleaniness, lack of obesity, etc.) was indicated as requirements almost as often (in 53 cases) as were attitudes. In many cases, for instance, there were stringent weight limitations applied. This contrasts sharply with the lower frequencies of requirements of job-skills (42 cases) or even general intelligence (46 cases).

Educational requirements were also quite frequent (65 cases) although in many cases only literacy was actually required. For the rest, a high school diploma or its certified equivalence was the more usual level of educational requirement.

Least frequent of the specified minima were those which may be termed "social status" requirements (such as a preference for single women or for married women, or for women with or without children). Many, but not necessarily all, of these specifications had to do with regularity of reporting to work or with how long they could be expected to stay in that job.

The Relationship Between Requirements And Preferences

In general, and especially in a situation of sustained tight labor supply, a constant separation of preference and requirement takes place. For most cases the nature of this separation is the same: preferences are for higher levels of the same qualification than are specified in the minimum requirements. Where possible, for example, employers prefer (but do not require) previous related experience. Thus, stated requirements may involve a test for aptitude--many machine operators are tested for spatial perception--but related experience confers a distinct competitive advantage on the worker.

To a degree, employers tend to follow the rule "if some is good, more is better". However, this is not always so, especially with respect to education. In some jobs, for instance, the employer will require an eighth or nineth grade education, will prefer a high school diploma, but will turn down any college as constituting "overqualification".

As the job situation tightens, preferences will be expected to remain the same (since they tend to reflect an ideal), while requirements may fall. When the market loosens, preferences again would be expected to remain unchanged, while requirements rise toward them. Only in the relatively rare event that experiences during a period of tight supply convince the employer that he had tended to "ask too much for his own good", would we expect the reaction pattern to differ.

Still another aspect of the relation of preferences to requirements is that preferences, far more than requirements, tend to reflect the irrational or non-functional factors in the employer's attitude toward the workers. Preference for a high school graduate, for example, may reflect status-consciousness of the employer or some kind of implicit evaluation of character, not the functional necessities of the job. Where this is the case, however, it is unlikely that it will be allowed to interfere with filling the job--i.e., that it will be a minimum requirement.

The Role Of Intangibles

Hardly an employer was found who did not, in discussing his job requirements, lay emphasis on intangibles as selective criteria. This was done explicitly by most, who made it clear that (along with a very few strictly objective and determinate characteristics) the interviewer's impression of the applicant was a major factor in the hiring decision. Even such an objectively determinate factor as education had its intangible aspects: many said that the possession of a high school diploma was taken to imply "ability to stick to it".

Neatness of appearance was almost always mentioned as an important criterion--and its obvious lack was a major cause of rejection. Unusual or unconventional dress or grooming often acted as a barrier, even to jobs in which the worker had no contact with the public. Women who wore slacks or shorts were often reported to have been turned away without interview or even a chance to fill in an application form.

Mention already has been made of the reference, police, or credit check as an indication of character. By no means were all who had police records rejected. When rejection was related to the police record, the nature of the decision and its explanation gives evidence that the employer felt that certain offenses--e.g., driving without a license--were worse in their character implications than others--e.g., burglary.* The hierarchy of crimes as indicators of employability would make a fascinating and very useful topic of study.

Still another relatively intangible factor, and one which appeared quite often, was the manner in which the application form was filled out by the applicant. Neatness, completeness and truthfulness seem to be extremely important in this relationship. Even where no mention of these factors was made by the personnel official interviewed, there were striking differences between the completeness of the forms filled out by persons who were hired and the skimpiness of information provided by rejectees. And where the application had been falsely filled out, it was often the reason for subsequent dismissal, when discovered.

One of the most definite findings of this survey is the great degree to which intangibles--impressions formed by the personnel interviewer or the supervisor--affected the outcome of the employment interview. Any program intended to enhance the employment opportunities of particular groups probably would achieve a much higher degree of effectiveness by emphasizing this factor than by almost any other device.

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* This evaluation looks "upside-down". Nevertheless, in one case, personnel files indicate that the exburgler was hired knowingly, and the unlicensed driver was rejected for that reason.

CHAPTER V

CLERICAL AND SALES PERSONNEL

The clerical and sales occupational group embraces sales clerks and such office personnel as clerical machine operators, keypunch operators, file clerks, and typists. The sub-group clerical machine operators contains proof machine operators in four firms, computer operators in two firms, addressing machine operators in one firm, and encoder operators in one firm.

Proof machine operators are employed by banks and proof and sort checks using a proof machine. Computer operators at the entry level are considered semi-skilled. Such employees prepare and process inputs to the computer and set up and operate the computer for a variety of work. An addressograph machine prepares address labels for mass mailing. Used by a bank, the encoder machine imprints checks for sorting by a computer.

For the clerical and sales occupational group this survey covered a total of 26 firms in all seven of the labor market areas. These firms were an insurance company, a publishing company, seven banks, seven stores, and ten manufacturing firms. At the time of the survey these occupations in these firms contained 2,700 people. Of these, over half were sales clerks, one-fourth were typists, and one-tenth were file clerks. Forty-four case studies--almost half of the 100 which were made--involved clerical and sales personnel.

We have grouped clerical with sales workers because the association is traditional in most systems of occupational classification. However, when viewed in the context of employers' standards for entry-level employment, the present study indicates that the two groups differ in very significant ways. With this in mind, each will be examined separately at this point.

Sales Clerks

Seven retail establishments were surveyed in six of the seven labor market areas (Charleston was unrepresented and two firms were surveyed in Cleveland). Both Cleveland stores experienced difficulty in recruiting sales clerks, but only one called this job market tight. The other termed it average. Two other employers, one in Jersey City and one in Richmond, also felt that they faced tight job markets, although the Jersey City employer did not seem to find the job difficult to fill. All three of the firms facing tight job markets had lowered their hiring standards in one way or another because of it. The Richmond store applied its lower standards only at Christmas; the Cleveland store reported a relaxation of dress requirements because of labor market conditions; and the store in Jersey City seemed to have responded by a general relaxation of standards whenever it had difficulty recruiting. The other three employers reported relatively little recruiting difficulty and regarded their respective job markets for sales clerks to be loose.

One department store manager interviewed in the course of this study summed up the general feeling of his counterparts: The position of sales clerk no longer has the prestige it carried 10 or 15 years ago. The job is neither glamorous nor particularly desirable, because of Saturday and night work.

Appearance and personality were the factors that employers primarily considered in the job interview. They look for a "pleasant attitude toward the public", "an ability to carry on a conversation", and "individuals who like people and are alert and friendly". Because of contact with the public, as well as the fact that many of them may be selling clothing, the applicant's neatness, cleanliness, and manner of dressing is also heavily weighted in the hiring decision. Sales jobs may be held by men or women, but certain ones are traditionally held by men and others are traditionally held by women.

A lower level of education is required for these jobs than for clerical workers (see below). Only one firm required a high school diploma, although another stated that it required a diploma of all applicants who were not currently in school. A third firm accepts sales experience in lieu of a diploma. High school graduates are preferred however by nearly all these establishments. Some supervisors preferred young people, while others felt that older persons were more desirable. To a considerable degree, this seemed to depend on the type of merchandise involved. One supervisor commented that older people were preferred in the departments handling expensive merchandise because younger clerks often were impatient with a slow customer-decision, common with large-tag outlays.

Police records, credit, and references are usually checked. A record of school absenteeism is detrimental to a young applicant in many firms. One Personnel Manager also stated that: "Applicants carrying [bringing] packages from a rival store to the interview were automatically rejected."

Physical examinations are seldom given, but applicants are expected to have sound backs, legs and feet. Only two establishments actually tested applicants; but all expected them to know or to be able to learn how to fill out and total a sales slip. The application form is therefore used to obtain some clue as to an applicant's ability and it must be neatly and accurately filled out. Since honesty is a factor of some importance in a retail store, false statements on the application often are grounds for rejection.

An examination of sampled personnel files indicated that only two of the seven retail establishments showed sales clerks who failed to meet their stated minimum requirements. In one instance, the deviation was limited: a Columbus clerk was said by the interviewer to have a "poor appearance", despite the emphasis placed on appearance in that store, and despite the fact that many of the sampling of its applicants who were not hired indicated rejection because of "poor appearance". In the Cleveland store our sample contained two sales clerks who did not meet stated requirements: one failed the arithmetic test and the other was not a high school graduate. Both firms had reported their markets for sales clerks to be "average", although both reported difficulty in recruiting qualified clerks.

Opportunities for promotion of sales clerks varied considerably among the firms surveyed. One reported that, while merit raises were given, there was not much opportunity for a sales clerk to rise. Others reported a great deal of opportunity for promotion even into the executive levels. In the Jersey City retail store surveyed, the Personnel Manager had himself started as a sales clerk; and this type of rise is still possible.

Clerical Workers

Thirty-seven cases of clerical workers of various kinds, distributed over all seven labor market areas, were studied. Because of the diversity of jobs included in this broad category, it would be a mistake to generalize from these results uncritically. Nevertheless, there are a surprising number of similarities to be found among them.

As was pointed out at the beginning of this chapter, this clerical category includes four different groups of workers: typists (or clerk-typists), represented by 13 cases distributed over all seven areas; file clerks, represented by 11 cases in six areas (Scranton is unrepresented); clerical machine operators (itself embracing four job categories), represented by seven cases in six areas (Scranton again is unrepresented); and key-punch operators, represented by six cases in the three areas of Cleveland, Indianapolis, and Richmond.

Comparisons Among Labor Market Areas

If we ignore, for the moment, the diversity of jobs within this clerical worker group, several interesting generalizations emerge from geographical comparisons of their tightness and looseness. Of the total group of 37 cases, employers judged 17 to be tight, 14 to be loose, and the remaining six to be average (i.e., mixed in nature, with no clear tendency either way). In the individual areas, however, cases tended to fall primarily at one extreme or the other, indicating that all these various jobs had many factors in common.

Charleston--In this market four cases were studied (typists in two firms, and one case each of file clerks and machine operators). All four situations were termed loose. With the exception of typists, none of the employers seem to have altered their standards. One employer of typists has recently reclassified the job and raised his educational requirements to a high school diploma. But both employers of typists indicated that they may have hired below their stated requirements, one by hiring a typist with below-standard shorthand speed and the other by relaxing educational standards.

Cleveland--Of the seven cases surveyed here, employers in three (two of file clerks and one of typists) termed their labor markets tight. The other four were evenly reported tight (typists and key-punch operators) and average (one each of clerical machine and key-punch operators). One employer (a bank) was surveyed for key-punch operators, clerical machine operators, and clerk typists. Of these, the key-punch and clerk typist jobs were considered hard to fill, and the machine (proof) operators job was average--i.e., easy to fill for day shifts and hard for night shifts. There have been lowerings of standards in the hard-to-fill jobs, but no noticeable tendency to hire below standards.

Columbus--Seven cases of clerical jobs were studied: three of the file clerks and two each of typists and clerical machine operators. Of these, four (two sets of file clerks and one each of the others) were judged easily filled, two (one each, file clerk and machine operator) were judged average, and one (typist) was judged tight. Two job categories were surveyed at each of two employers and one at each of three others. The employer facing the hard-to-fill situation with typists has lowered educational requirement by ceasing to require a high school diploma; but there is no evidence of this firm hiring below standard. In only one instance (file clerks in a department store) do we find significant deviation from stated requirements, and this relates to such intangible evaluations as appearance and attitude.

Indianapolis--Five clerical cases (two of key-punch operators and one each of the others) were surveyed. Four (that is, all except key-punch operators in a bank) are viewed as tight. The exception is called average; but the same bank views its labor markets for typists and machine (computer) operators as tight. In none of the five cases has there been any recent change in standards, and none of them give evidence that the stated standards are violated or ignored.

Jersey City--There were five clerical cases surveyed in this area. Three (typists in a manufacturing firm and two sets of file clerks) were termed tight, and two (typists and proof machine operators in the same large bank) were termed loose. There have been recent changes in standards in at least two cases but no significant violations of their standards by any employer. In one case, standards have been raised by an employer who terms his labor market as tight because of the increasing complexity of the work.

Richmond--This is a generally tight labor market. Of the seven clerical cases studied, six (two each of typists and file clerks, and one each of key-punch and clerical machine operators) are viewed as tight and one (key-punch operator) as average. One employer, a bank, was surveyed in terms of three job categories (typists, file clerks, and proof machine operators). It had responded to a tight labor supply by relaxing standards, especially in education, and by some failure to observe its stated requirements for the machine operators. An insurance company surveyed for typists, file clerks, and key-punch operators, views the first two markets as tight and the third as average. In none has it recently changed requirements, but it does not seem to adhere closely to standards for key-punch operators. The third employer, a large manufacturing plant, faces a tight market for key-punch operators and has not changed its standards. We were unable to determine how closely the standards are observed.

Scranton--This area was poorly represented in our clerical survey, being studied only for two cases of typists, one considering its labor market as fairly tight and one as loose. In neither case have standards changed in response to market conditions; but the first-mentioned case is an employer new in the area, whose requirements are still in a state of flux.

Comparisons Among Job Types

Typists--Typists were surveyed in 13 establishments distributed over all seven areas. Seven of these firms required a high school diploma; and five others preferred it. Applicants usually can expect a typing test:

All surveyed employers tested typing speeds, with minimum acceptable scores ranging from 25 wpm with no errors to 60 wmp with no errors. Typically, firms required 40 to 45 wpm with 80 to 85 percent accuracy. One employer required shorthand, and several also administered general intelligence or ability tests. Nine firms considered personal appearance, and two specifically stating that the girl must be "attractive". Six firms required a physical examination. Personality factors were considered very important by nine employers. In describing these factors words such as "sharp", "enthusiastic", "steady", and "eager" were used. Although men are occasionally hired as typists, most applicants are women. Police records, bonding or credit, school, personal, or job reference checks are made by nine employers. Several also stated that they required that the application form be properly and honestly filled out and that this was an important factor in their hiring decision. Opportunities were generally good for typists to move up to higher office positions. One employer reported, however, that while his typists received merit raises, they had no chance for promotion in the sense that their job title or responsibilities would change.

In all cases except one, the employer's assessment of the general job market matched his experience in filling jobs. One Scranton manufacturer termed his market tight, but said he had "average" difficulty in recruiting typists. He attributed this to the fact that his firm paid more than going area rates. A Jersey City manufacturer and a Columbus publishing firm had lowered hiring requirements for these jobs. The Columbus employer had relaxed his requirement of a high school diploma because of extreme difficulty in filling such openings. The Jersey City manufacturer dropped his requirement of a high school diploma and also relaxed his test score requirements because of the market situation. A Charleston employer who reported little difficulty in recruiting typists had recently raised the required minimum education to a high school diploma because of a company reclassification of this job.

Six of the thirteen firms were judged to have hired typists below their stated minimum requirements. Three of these firms reported no difficulty finding typists and three (located in Indianapolis, Cleveland, and Richmond) reported difficulty. In the Indianapolis firm there seem to have been differences of opinion among supervisors as to the relative importance of appearance and test scores. These differences of opinions probably reflected differences in the needs of their respective departments. For example, the supervisor emphasized appearance more in a department involving public contact than in a "behind the scenes" department. The Richmond firm had employed two people with sub-standard test scores who exceeded the firm's standards of education, relevant experience, and references. The Cleveland firm indicated that its hiring standards were not inflexible. Although minima has been established, they were meant to be adjustable according to labor market conditions. This firm seems to have broken it's rule against hiring overqualified workers in at least one instance. This person's high qualifications generated some doubt concerning her intention of staying long in this job.

The sampled employee records in the three firms which reported no difficulty obtaining typists indicate that in practice their hiring standards were not being maintained. One of these firms was in Jersey City and the other two were in Charleston. Examination of the records of the Jersey City firm's employees indicated that one failed the typing test, another the clerical aptitude test and a third was neither a high school graduate nor experienced (she had done well on the tests, however). One of the Charleston firms had hired a typist who did not have required shorthand speed, but who had a higher typing score than others in the sample. There was also evidence of a relaxation of educational and testing requirements by the other Charleston firm.

File Clerks--In the early field work for this study there were indications that file clerks might prove to be a declining occupation. This was not the case. File clerks were studied in eleven companies located in six areas (all except Scranton). Seven of them required a high school diploma or its equivalent. Three more firms preferred high school graduates but would accept applicants without diplomas. One firm had no educational requirements and was willing to hire anyone who was "neat and clean and could do the job", but the other ten were somewhat more definitive: eight of them tested applicants' general intelligence or work skills (although the tests were not always determining factors). All eleven firms made reference, credit, police, background, bonding, or security checks of one kind or another. Five required a physical examination. Although no firm required previous related experience, three expressed such a preference. Personality characteristics and appearance are considered by interviewers in eight of the eleven firms. Generally, firms preferred to hire young girls for these jobs.

Five employers stated that opportunities for promotion were good, although additional training (such as a typing course) was often required. One employer planned to require typing skill of all future applicants with this in mind. Six employers characterized the promotional possibilities for their file clerks as "possible" (three employers) and "none" (three employers).

One Columbus employer classified this job market as average, but stated that he had no difficulty filling openings because he altered his standards in step with labor market conditions. A Jersey City manufacturer facing a tight job market for file clerks still had experienced no difficulty in filling these jobs because (1) he paid "a little bit higher" than the going wage rate and (2) he lowered both his educational and test requirements when he began having difficulty. The Jersey City branch of a department store chain began requiring a high school diploma because of changes in the nature of the work. Tight job markets for file clerks were also reported by two Richmond firms (a bank and an insurance company) and by an Indianapolis department store. Although all three found it difficult to fill their needs, none had altered minimum requirements. The five remaining firms surveyed for this position considered the market a loose one. None of them (two Cleveland retail stores, a Charleston manufacturer, and a Columbus manufacturer and department store) reported any difficulty in recruiting file clerks.

In three firms which employ file clerks the survey found employees who failed to meet stated requirements. Two of these, one in Richmond and one in Jersey City, had difficulty recruiting for these jobs. The Richmond firm was the one which experimentally relaxed its standards (test score minima and educational requirements) for clerical machine operators. Both the experiment and its outcome appear to have been the same for file clerks as for clerical machine operators. Supervisor evaluations were available for only two of these girls, but both were rated "above average". The Jersey City employer, when questioned about the sampled file clerk who did not make the required test score, commented, "We were desperate". This firm generally did not hire below stated minima; and this particular file clerk's supervisor rated her "below average".

One Cleveland file clerk whose records were sampled had not graduated from high school; she appears to have been hired by accident. Her employer felt that the job market for file clerks was loose, and said he had no difficulty in recruiting them.

Key-Punch Operators--This job was surveyed in six firms, two each in Cleveland, Richmond, and Indianapolis. In each city, one employer described the market for key-punch operators as tight and the other as average. The three employers who felt their markets to be average also stated that key-punch operators were easy to obtain. Two of the other three had difficulty in filling such openings; and the third had lowered his hiring standards as a result of the tightening market. He stated that: (1) he was willing to take even the "prima donnas", in spite of the difficulties they caused; (2) he was now having only average relative difficulty in filling these openings; and (3) he had developed a greater preference for relevant work experience in his new key-punch operators.

In all six cases, applicants for key-punch operator openings were required to have a high school diploma. One Indianapolis employer would waive this for an experienced older applicant. Three firms insisted that applicants also type, and two of the three also required vocational training in key-punching equipment. Two others preferred such training. Another sent new employees to IBM school for key-punching training. Three of the employers required applicants to pass an IBM key-punch aptitude test. Generally speaking, employers preferred women for this job, although there were opportunities for good male operators. Four of these firms were concerned about applicants' appearance and/or personality and four made checks of applicants' credit record, police record, or previous work history.

Three employers characterized promotional opportunities for key-punch operators as "limited", "not good", or "do exist" and three other firms stated that such workers had good chances for promotion. Three firms required further education or training prior to promotion. In one firm, promotions were on a seniority basis under a union contract.

Among the six firms hiring key-punch operators two were judged to have hired below their stated minima. Both employers had assessed the job market for key-punch operators as average and said that it was easy for them to fill these positions. The deviation was slight in one case; but, in the other case, only one of the sampled employees met the minimum stated test scores. This employer said that test scores were waived if the applicant was "quite experienced". The available information showed these particular individuals to be fairly young (ranging from 17 to 22 years of age) and not always experienced.

Clerical Machine Operators--These jobs were surveyed in seven firms (two in Columbus, and one each in Indianapolis, Charleston, Richmond, Jersey City, and Cleveland). The Charleston and Jersey City employers and one of the Columbus employers regarded this job market as loose and had experienced no difficulty in recruiting workers. The employers in Indianapolis and Richmond each felt that he faced a tight market. Both had difficulty in recruiting for these jobs, but neither had lowered his hiring standards. The Cleveland firm and the other Columbus firms termed their markets average. This Columbus employer stated that he was experiencing no difficulty in obtaining clerical machine operators, but the Cleveland employer reported recruiting to be easy for his day shift and hard for his night shift. As a result, some night shift personnel often appear overqualified for the job, but such persons may prefer to work on night shifts because the hours fit their particular needs. This employer had recently lowered requirements by hiring some exceptionally capable high school drop outs, who were then sent back to school by the company. At the same time, however, this employer stated that he was quite strict in his choice of applicants: He wanted people who got along well with the other workers; so he now scrutinizes applicants more carefully than before.

Four of the seven firms required a high school diploma of applicants for clerical machine work, and the other three preferred it. Six of the firms tested applicants. One firm required and another preferred vocational training. Although none required applicants to have relevant experience, four firms expressed such a preference. Credit, reference, bonding, or background checks were made by four firms. Only one firm required clerical machine operators to pass a physical examination, but one required that they have good eyesight and hearing and be free from back injuries. Another preferred only right-handed operators, and one rejected overweight applicants. Sex preference for these jobs was usually for women, but one firm hired both men and women and another would hire only men. One firm stated they would usually not hire a man classified as 1A in the draft. Three firms specifically mentioned such subjective standards as personality, attitude, getting along with present employees, being clean cut and neat (males), and being suitably dressed for an interview. Only one firm specifically required a correctly and honestly filled out applicantion form.

Promotion opportunities were good in four firms, possible in the fifth, and limited in the sixth; the seventh employer stated that turnover was so high among clerical machine operators that promotions had seldom been made. There is evidence that the monotony of certain clerical machine operations make them undesirable jobs for persons with active intelligence.

Clerical machine operators hired by two firms fell below stated standards. One employer faced a tight market for these workers and found recruiting difficult, while the other employer said that his market was loose and he had no difficulty in filling openings. A tight labor market in Richmond led one firm there to experiment with applicants having lower test scores and educational attainments. As workers, these individuals in our sample were rated as "average" to "above average" by their supervisors, implying that workers with sub-minimal qualifications can be hired successfully. The other firm hiring workers below its stated minimum requirements was in Jersey City. In this case, the employer stated that he did not use tests with much confidence. Thus, it was not surprising to find employees who had been hired despite test scores below the required threshold.

Comparisons Between Multi-Plant Firms

Attempts were made to obtain the cooperation of branches of national companies located in different cities, in order to compare hiring standards and policies for the same job title in the same company in different labor market areas. It was possible to do this for three sets of clerical cases: file clerks and typists at branches of the same company in Columbus and Jersey City; and key-punch operators in the Cleveland and Indianapolis branches of another multi-plant company.

File Clerks, Firm A--The Columbus plant reported a loose job market for file clerks while the Jersey City plant stated that their market was tight; however, neither plant reported difficulty in obtaining them. The Columbus plant had hired workers who failed to meet their stated minimum standards. On the other hand the Jersey City plant had deliberately lowered its standards in the face of the tight market.

The Columbus plant requires that file clerks be high school graduates or presently enrolled in school. This requirement had been dropped by the Jersey City plant two years earlier. The Columbus plant does not and the Jersey City branch does use tests (although a bad test score can be set aside by the supervisor concerned). Both plants consider the applicant's appearance but in Jersey City it played only a limited role. The Columbus branch requires a physical examination, while the Jersey City branch does not. It is clear that hiring standards differ between these two branches, being stricter in Columbus (the looser market) and much more lax in Jersey City (the tighter market). Both stated that only broad policy was set by the central office, and that individual plants had a great deal of latitude in both standards and practices.

Typists, Firm A--These same two plants assessed their respective job market for typists as the same as for file clerks: The Columbus plant considered the market loose, while the Jersey City branch considered it tight. Two years earlier, as a consequence, the Jersey City branch had dropped its insistence on a high school diploma. Neither plant seems to have hired workers below stated minimum standards.

Both plants require about 45 wpm typing speed with 80 to 85 percent accuracy. Neither one now specifies minimum education, but Columbus stated a preference for a high school diploma or its equivalent. In both plants experience overrides education for older applicants. As a national policy this company tries to hire promotable people. The Columbus plant makes both a police record and a reference check. No police check is made by the Jersey City plant, but a background check is made and a non-Communist oath is required. Hiring standards in the two branches were more uniform for typists than for file clerks.

Key-Punch Operators, Firm B--These jobs were surveyed in the Cleveland and Indianapolis branches of another multi-plant firm. Both reported their markets for key-punch operators to be average and said they were having no difficulty filling openings. Neither had found it necessary to lower minimum hiring standards to obtain these workers. Nevertheless, the Cleveland plant had hired key-punch operators who did not meet it stated minimum requirements: One girl was hired without relevant experience, and three were hired who lacked key-punch training. Applicants for these Cleveland jobs supposedly are required to take a three-day IBM key-punch training course prior to employment.

Both the Cleveland plant and the Indianapolis plant required a high school diploma or its equivalent. The Indianapolis plant also required a three-month course in the operation of key-punch equipment. The Cleveland plant required a three-day course and then gave six months on-the-job training. Since many of these workers are women the company is concerned about their arrangements for transportation and for babysitting, where necessary. Both plants administer an IBM key-punch qualifying test. Indianapolis also stressed appearance as a determining factor. Both plants indicated that their Personnel Department had a great deal of autonomy. Even so, their hiring standards and practices for key-punch operators were quite similar.

Summary

In summary, employers of clerical and sales personnel have not generally responded to tight labor markets by lowering hiring standards. In only six of the 44 cases have employers specifically stated that they lowered their standards because of the job market conditions in their areas.

On the other hand, in 15 cases employers had hired workers who failed to meet stated requirements, a fact which seems to indicate that standards may be lowered in practice more often than they are lowered as an explicit matter of policy. Four of these firms reportedly faced "average" job markets, two for key-punch operators and two for sales clerks. Where the term "average" was used to describe the market the employer usually meant that at times the market was tight and at times it was loose.

Loose job markets for typists were reported by three other firms which had hired workers below their stated hiring standards. One firm hiring file clerks and one hiring clerical machine operators had also relaxed their hiring standards in practice even though they reported that they faced a loose labor market for these workers. There is a distinct possibility that the loose labor markets reported by these firms were the direct consequences of their failure to adhere to stated minimum requirements.

Personnel procedures seldom involve an actual checklist of objective standards against which the applicant is methodically matched. The process is highly subjective and, although objective standards (e.g., test scores or educational attainment) may be important, employers usually give such factors as attitude, personality, and appearance at least equal weight. Even the objective standards are sometimes deliberately and temporarily relaxed. Employers were questioned at length both to determine the rigidity of their objective standards and to obtain the clearest possible statement of their subjective minima. Even so, the degree to which particular employers adhere to stated minima is often a matter of judgment on the part of the analyst.

Generally speaking, the opportunities for promotion from these clerical and sales positions are directly related to the preparation which the worker brings to the job or acquires while on it. Relatively few opportunities for advancement seem to be offered the entry-level sales clerk. Raises in pay are more likely, however.

Among clerical office workers, opportunities for promotion were quite good for typists (especially for those capable of doing secretarial work), and less so for file clerks, key-punch operators, and clerical machine operators. In every case, however, there were indications that a willingness to learn new skills and to continue educational efforts was positively related with the availability of opportunity.

Conclusions

Although clerical and sales occupations have been grouped together for convenience, their hiring requirements differ radically. Formal education is given greater emphasis by employers of clerical workers of every type than it was by the retail establishments that employ sales clerks. On the other hand, although personality factors and appearance often were important for clerical personnel (especially where the entry-level openings or a possible future promotion involved public contact) these factors became crucial for sales personnel.

In connection with both clerical and sales jobs, however, the great importance of the application form and the job interview should be emphasized. Interviewers of clerical workers often judged such job skills as spelling from the application form alone. Applicants for sales jobs were judged in the job interview in terms of their possible relations with customers. One department store supervisor stated that she could make a good sales clerk out of any individual who genuinely liked people. Stability--i.e., the willingness to stay on the job--was also stressed by some employers of clerical and sales persons. A record of "job hopping" lowered an applicant's chances of being hired; this seems to be a finding which should be given much more emphasis in preparing young people for these jobs. The school and job records of inexperienced workers are checked for absenteeism by many companies. To many employers a record of absenteeism in school is interpreted as an indication of probable absenteeism on the job.

It is also important the applicants understand the importance of providing accurate, honest, and complete information on the application form. This information is usually checked; and its deliberate falsification is treated as cause for immediate rejection or dismissal in many surveyed firms. Applicants should be urged to keep accurate records of their prior work history, education and training. Credit, police, bonding, and background checks are usually very thorough and complete; while personal references are often disregarded, _job_ references can play a significant role in the hiring decision.

Some attention should be given to training individuals in effective methods of seeking work. Many application forms ask how the applicant happened to come to the company. The recorded answers found by this survey often provide evidence of a serious lack of training in systematic and effective search for work.

Training in clerical and sales job skills certainly should not be neglected, but some of the surveyed jobs had such low skill content that young persons will get little benefit from vocational education which is focussed entirely on job skills. They will do much better if trained in how to obtain a job and in how to conduct themselves once they are hired.

CHAPTER VI

JANITORIAL OCCUPATIONS

One of the entry-type occupations chosen for study embraces what may be termed "janitorial/custodial" work. This category has been defined (see Appendix C) to exclude persons doing extensive maintenance and repair work. In industrial plants, these workers are often called sweepers and cleaners; while in the service establishments they are more often called porters, janitors, maids, charwomen, etc.

Although it was not realized at the outset of the survey, a sharp difference in the true natures of these jobs seems to exist between the manufacturing establishments, on the one hand, and the non-manufacturing (or trade and service) establishments, on the other. As will be seen, in the former the job tends to be one of opportunity--in the latter it is more often a dead-end.

Differences Among Labor Markets

Eighteen firms were surveyed with respect to the maid/porter job category. These firms were unevenly distributed over all the labor markets, varying from one in Charleston to four each in Cleveland and Scranton. In each area it was possible for different employers to face quite different labor markets when filling this job because of differences in their requirements or in their attractiveness to labor. Differences of this sort were actually found in three of the areas (Cleveland, Indianapolis and Scranton). There are several interesting generalizations which emerge from a more detailed comparison among the seven cities surveyed.

Columbus

All three firms surveyed in Columbus said this was a relatively easy job to fill, but for different reasons. One firm used part-time workers (primarily students); the second used outside janitorial contractors for heavy cleaning and its own maids and porters for light cleaning; while the third maintained a more-than-competitive wage and fringe benefit structure relative to those of other area firms employing similar workers. All three firms failed to provide clearcut indications of the specific adjustments which they would make to changes in general labor market conditions. All three sets of hiring standards appear to be quite minimal in terms of

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required education and training. All three require applicants to be physically fit and to pass some sort of police or credit check. The only case in which a high school diploma and previous work experience are stated, even as preferences, is also the firm paying relatively high wages and offering the greatest opportunity for promotion.

Cleveland

The four Cleveland firms in which the survey covered janitors were either manufacturing or retail establishments. Two of them reported a "mixed" or average job market; one indicated a tight and one a loose labor market for this category. The following tabulation summarizes the reasons for this:

Employer's View of the Labor Market	Stated Reasons	Type of Establishment
Loose	Low minimum standards.	Manufacturing
Average	High wage rates makes for easy market. Shift work is hard to fill.	Manufacturing
Average	Normal day shift is easy to fill. Night work and holidays are hard to fill.	Retail
Tight	Only older, more stable workers sought; low wage rates paid.	Retail

Both Cleveland manufacturing establishments use this category as their general entry port for higher-rated factory jobs. Consequently, in screening job applicants, both rely heavily on intelligence and mechanical aptitude tests, using non-verbal tests which may not be as discriminatory to the culturally disadvantaged as are paper-and-pencil tests. Both firms are bound by collective bargaining agreements under which promotional opportunities are affected by individual initiative and by ability to perform higher-rated work, all within the framework of a seniority system. Significantly, both firms hire with the expressed intention of future promotion, and evidence of actual promotions in accord with that policy was found in one. The other could not be sampled in that connection. Our examination of their personnel folders reveals that both firms have been relatively successful in recruiting a high proportion of high school graduates, even into this job category.

The retail firm that reported a tight job market for this occupation was unique in that its hiring supervisor created his own rigid standards by hiring only older, more stable workers. Even in the face of obvious recruitment difficulties, he refused to alter this standard. On the other hand, the second retail firm reported difficulties only in filling openings for night and holdiay work, a not unusual situation for firms doing shift work or subject to regular seasonal peaks.

Indianapolis

There were two manufacturing firms surveyed in this area in terms of porters/maids: one reported a tight labor market and the other indicated a mixed (sometimes tight, sometimes loose) market. Both firms have union contracts and use aptitude and intelligence tests to screen applicants. As in the Cleveland plants, this job in effect serves as an entry level for many higher skill jobs in the plant--subject, of course, to the specific contract language relating to seniority and job bidding. The firm reporting this as a hard-to-fill category formerly insisted on a twelfth grade education. This has since been reduced in response to tightening labor market conditions. Nevertheless, despite apparent recruitment difficulties, the attitude of the company remains basically unchanged. It still prefers to hire young, married, family men, over 25 years of age who are high school graduates and have a stable employment record--every employer's ideal. This firm also demands that certain specific criteria be met with respect to personal appearance and grooming.

The other manufacturing firm employs a high proportion of women in bench assembly work. It requires less education of its porter/maid applicants (only eighth grade) and does not conduct police, credit or reference checks on its female applicants.

Richmond

Two of the area establishments were surveyed with respect to porters/maids: a hospital and a manufacturing firm. The labor market for porters was said to be much tighter for the hospital. This work involves contact with sick people; combined with a relatively low hospital wage structure and a generally tight area labor market, this has made recruitment and retention of such workers a very serious problem. There are many indications, none of which are specific, that minimum hiring standards already have been lowered. However, an examination of the personnel folders of a sample of rejected applicants indicates that certain subjective judgments, not necessarily related to successful job performance, have played a vital role in the hiring process.

On the other hand, the manufacturing firm which operates in the same tight labor market views the porter position to be a stepping stone to higher-rated jobs in the plant. This firm is signatory to a collective bargaining agreement, and its high wage and fringe benefit structure is reflected by a low turnover rate.

In summary, both firms know that they are operating in a tight market. Neither hires particularly in terms of the janitorial function--one because it has made no attempt to ascertain these needs and the other because the job is viewed as a labor pool for unrelated types of factory work. Nor do they seem to have given any thought to the possibility of redesigning this job to make it more attractive to low skill/education applicants. Nevertheless, since it pays better and offers opportunity for advancement, the manufacturing firm has been more successful in keeping this job filled.

Jersey City

Porters were surveyed in a department store and a bank in this area. Both considered it a hard-to-fill job category. Statements made by the store's Personnel Department indicate that the relatively low level of wages definitely contributes to its recruitment difficulties. They have not considered lowering their minimum hiring requirements, which already appear quite minimal. The bank finds it difficult to recruit workers with a stable work history. It, too, has not altered its hiring standards in response to this apparent difficulty. A low wage level in this job is another factor limiting the number of applicants. The bank specifically prefers older, retired men and admits that its salary schedule would be considered too low by a young worker.

Scranton

Four establishments were surveyed in this area in which porters and maids were studied. Two face a tight labor market (a hospital and a department store), while two find the market relatively loose (both large manufacturing plants). It is highly significant that the two industrial firms also indicated their wage structures to be more than competitive with other area firms employing porters. In addition, one of them also reported that the lack of rigid requirements on its part contributed to its ease of recruiting. In fact, as has been noted in other areas, both treat this job as a labor pool from which workers are promoted into higher rated blue-collar jobs throughout the plants.

Despite the looseness of the geographic labor market as a whole, neither of the two establishments experiencing difficulties in recruiting and retaining porters/maids, have attempted to adjust their hiring requirements, to raise their wage schedules, or to do anything else to make the job more attractive.

Charleston

There was only one firm (a bank) surveyed with respect to porters or maids in the area. These workers do both cleaning and routine maintenance. The job is considered hard to fill because of the low pay relative to prevailing area wage rates. There are no indications of any change in the company's hiring standards or salary levels as a result of this difficulty in recruitment.

Differences Among Types of Establishments

When we take all the establishments in which janitorial workers were studied and shift from a geographical to an industrial distribution, several important comparisons can be made. In the preceding analyses, an implication has emerged that basic differences exist between manufacturing and non-manufacturing firms in their treatments of and employment experiences with porters and maids. The discussion that follows will be devoted to examining this and similar implications of the data.

Hospitals

There are only two hospitals in which the janitorial jobs were surveyed. Both of them indicated it to be a relatively hard job to fill. Both were relatively small establishments.

Minimum requirements for this job were relatively low in both hospitals, For instance, both require merely that applicants have an ability to read and write, and be physically fit. Both express a strong preference for workers over 21 years of age with previous related work experience. We have no evidence that either has attempted to adjust to labor market conditions or has taken steps to make this job a more attractive one.

Banks

Of the three banks in this sample, two reported tight labor markets and one a loose labor market for the porter/maid category. Low salary and lack of real opportunities for promotion are probably the biggest obstacles to recruitment. The firm reporting a loose labor market seems to have had special circumstances in that it employed the services of an outside janitorial contractor for all heavy cleaning.

Retail Establishments

Three of the five retail establishments surveyed for porters/maids reported that this was a hard job to fill. The only firm reporting no difficulty in this respect was unique in that it employed part-time students in these positions. The firm reporting a mixed labor market, had difficulty recruiting for night work and holidays. None of these retailers provided training for this job; and, for the most part, none offered much in the way of opportunity for promotion.

Manufacturing Firms

Eight firms in the broad manufacturing sector were surveyed in terms of janitorial types of workers. Four of them reported a loose labor market for this job category. Many manufacturing firms seem to use this classification as an entry-level position from which workers are promoted into higher-skilled jobs elsewhere in the plant. Moreover, their payment of higher-than-average wages enables them to attract and hold qualified personnel. Nevertheless, there were still two factories which reported difficulty in recruiting porters. In one case, it seems to have been due to general tightness in the whole labor market of that area. The other firm, by reducing its educational requirement (to less than twelve grades of high school) seems to have eased its recruitment difficulties.

The Experience of Multi-Plant Firms

There were two multi-plant, national corporations surveyed that reported on porters. An examination of their situations reveals the wide latitude that individual plant personnel departments often have in establishing and carrying out their personnel policies.

Firm A, with plants in Cleveland and Indianapolis, reported the following striking differences with respect to porters/maids: the Indianapolis plant reported this to be a difficult job to fill; it depended primarily on classified ads and walk-ins. In contrast, the Cleveland plant reported a mixed (or "average") job market; and it recruited primarily through the state employment service. Prior to 1965, the Indianapolis plant required at least a high school diploma. This requirement was later reduced to completion of the tenth grade. The Cleveland plant had dropped this minimum requirement approximately ten years ago. The Indianapolis plant employs a standard intelligence test as its screening device; while the Cleveland plant uses the general aptitude and test battery (GATB) of the Ohio Employment Service. Both plants are unionized, for which reason their promotion policies are affected by contract language relating to seniority.

Firm B has plants in Indianapolis and Scranton. The Indianapolis plant reported a mixed ("average") labor market while the Scranton plant reported that this was an easy job to fill. The Indianapolis plant required an eighth grade education while the Scranton plant required merely that the applicant be able to read simple signs, such as "Danger", "Poison", etc. Both use personnel and aptitude tests and both hire porters with the intention of promoting them to higher-rated blue-collar jobs.

Summary

Looking behind the reported tightness or looseness of the janitorial job market, we find that these workers are actually hired in two distinctly different labor markets. In many manufacturing establishments the porter-sweeper category is treated as an entry-level position for many higher-rated factory jobs. In effect it constitutes a general labor pool into which potentially promotable workers are placed and from which they are drawn, depending on the availability of the higher skilled, better paying jobs, and on the operation of union seniority provisions or other restrictive devices which prevent direct entry into these jobs. In sharp contrast, there are many non-manufacturing establishments (such as hospitals, banks or department stores) where this is virtually a "dead-end" job. The low qualifying requirements reflect the marginal nature of the work, as well as its low wage structure. In many cases it was stated that "older, more stable" workers are preferred--that is, those with little growth potential and low need for achievement (motivation). It may well be that non-manufacturing employers eventually will turn to some alternative means of meeting their janitorial and cleaning needs.

With respect to this last point, we found that many firms are already beginning to utilize the services of janitorial contractors rather than to employ their own staff for heavy cleaning. Firms in this newly emerging contract field probably will tend to establish their own hiring standards for employees which will become important determinants of future employment. In all likelihood they will place a great deal of stress on stability and on previous work experience.

We have found no tendency toward uniformity with respect to minimum stated requirements for this job category. Stated educational requirements have ranged from little (usually stated as a required ability to read, write, and follow simple instructions) to completion of the tenth grade. In fact, a number of surveyed firms reported that at one time they only considered high school graduates for this position. Although these requirements subsequently have been lowered, they are still reflected in statements of preferences above the minima. A number of firms still employ paper-and-pencil tests to screen applicants for this position. These are used as measures of general intelligence and aptitude, particularly by firms who utilize these workers as a pool supplying more highly skilled jobs in the plant.

We found no training programs intended to qualify applicants for this job. Training generally occurs on the job under the direction of a supervisor or foreman. Where firms have a corporate policy of encouraging employees to take additional training on their own time, costs are usually reimbursable and janitorial workers are eligible to participate.

Conclusions and Recommendations

Young people who take vocational education machine shop training should be informed that they literally may have to start at the bottom rung in many factory jobs--in the porter or sweeper classification--but that this need not be, and in many cases is not, a dead-end job. They also should be informed that many firms use this job category as a labor pool for higher rated jobs in the plant. It would probably be worthwhile if all young workers were given some familiarization with business and labor organization structure, and an understanding of the operation of a union contract and the seniority system.

Many firms--primarily in non-manufacturing sectors--now have difficulty in recruiting workers for janitorial jobs. Many of these firms might give serious consideration to redesigning such jobs in order to improve their status and to make them more attractive. The vocational education system could be extremely helpful in this connection, especially if it becomes more directly involved with industry. The ideal solution probably would be to redefine the occupation so as to make it the first step on a career ladder. This undoubtedly might require considerable change both in the job itself and in the training required for entry. Further research would be necessary to specify such changes. Since non-manufacturing firms tend to have relatively few blue-collar types of work to which porters and maids could be promoted, opportunities for this to become a true entry job in those firms may be limited.

We found many employers willing to provide wage data. From information which they provided it appears that many firms, if they reevaluated their existing wage and salary structures, might solve the more stubborn turnover problems related to this job category.

The developing business of providing contractual janitorial/ cleaning services promises to become a major new source of employment for this type of worker. Some thought should be given to exploring the manpower education and training needs of this new industry, so as to distinguish its requirements from those of the in-house cleaning staff. At the same time young people should be advised of this development and given information about the business and employment opportunities which it implies.

In order to supply the skills needed in the new contract service, perhaps some vocational education courses should be offered in the evening, geared to an adult population and including instruction in the operation and simple maintenance of such machines as sweepers, stripping machines, floor washing and buffing equipment, and the use of wall cleaners, detergents, waxes, etc. As they complete such a course, workers should be placed either through the local public employment offices or through the development by the vocational education system of placement capabilities.

A close examination of employers' minimum requirements for this occupation reveals an overwhelming lack of uniformity. It might be worthwhile to undertake a follow-up study in job-analysis terms for the purpose of determining what minimum skills and training are necessary to perform cleaning services applicable to a wide range of establishments.

Young workers should be informed that, even in such relatively low-skilled occupations as this, employers are influenced by subjective factors in their decision to hire or not to hire. These factors include appearance, personality, cleanliness, attitudes to the world of work and the like. Young people as a group--but especially those from disadvantaged social groups--need some form of orientation toward the job interview, as well as toward the job itself. This should include instructions on how to dress for and act during the interview, how to fill out an application, the kinds of tests they may have to take and pass, and other similar simple skills which will help them find and keep employment.

CHAPTER VII

INDUSTRIAL MACHINE OPERATORS

We have included a variety of job titles within the Industrial Machine Operator category that in a purely occupational classification sense fall outside this broad job title. For example: We have included punch press operators, brake operators, shear operators and machine attendants in our grouping, all of whom are truly industrial machine operators. But we have also included assemblers, extrusion helpers, and components operators, who are not strictly to be termed industrial machine operators. However, in every instance, they were selected by the Personnel Departments of the surveyed establishments as best fitting our requirement that they be entry-level factory jobs of a mechanical nature. All twelve cases discussed in this section were found in manufacturing establishments in the seven surveyed cities. These establishments were all major employers in their respective labor market areas. Among them are eight establishments operated by four multi-plant national corporations.

Differences Among Labor Markets

Industrial Machine Operators were surveyed in all seven labor markets, but in two (Columbus and Jersey City) they were studied in only one firm. In each of the other five areas two different manufacturing establishments were surveyed. And in three of them (Cleveland, Indianapolis and Richmond) employers felt themselves to be facing labor markets of different degrees of stringency. Nevertheless, all five of these areas provide some insight into the methods by which different employers adjusted to their perceptions of market tightness or looseness. Of the twelve case studies, three reported tight labor markets, one reported an average labor market (tending toward the loose side) and the remaining eight reported that this was an easy job to fill.

Generally Tight Labor Markets

Among the three areas reporting a relatively tight labor market for industrial machine operators there are important differences which should be noted. The Cleveland firm in a sense created its own market tightness by seeking individuals with previous related machine shop experience. This firm said that several years ago it had developed a training program for entry machine operators. However, since these workers generally sought employment in other firms after they had developed marketable skills, the program was dropped. The Richmond firm, on the other hand, considers itself a very desirable employer operating in a generally tight labor market area. Not only have they established fairly rigid standards (both objective and subjective), but their desire to maintain this image in the community has resulted in their strict adherence to these requirements. The third firm, an Indianapolis company, found itself in a situation which called for a mass hiring effort designed to meet increased production needs despite the fact of an already relatively tight labor market.

Generally Loose Labor Markets

All the surveyed cities with the one exception of Cleveland, reported at least one manufacturing firm which felt that it faced a loose labor market for industrial machine operators. Let us examine these eight cases both to determine the reasons for this perception on the employers' part and to attempt to determine if any patterns or similarities hold true for all eight areas.

Charleston--Here a major manufacturer views itself as an elite place of employment in the area. It recruits new workers primarily by hiring relatives or friends of its employees. All newly hired persons go into a labor pool after passing very detailed business, police and personal credit checks. This firm tends to be extremely selective in filling its job openings and it has a large backlog of applications from which to choose. A high school diploma is a minimum requirement; however, previous experience is not required. There is an extensive on-the-job training program.

A second Charleston firm also reported ease in filling machine operator jobs. This employer recently underwent a major plant expansion program as a result of a sharp increase in the demand for its product.

Indianapolis--The firm which only hires women for assembler positions stated that it had very little difficulty in recruiting workers. However, additional probing by the survey team brought out the fact that as a result of the general tightening of the area's labor market the company has reduced its hiring standards with respect to minimal experience and educational requirements. Consequently, there are female workers currently employed on this job who would not have been considered for employment several years ago.

Jersey City--Here one manufacturer reported that there is a large surplus of entry-level machine operators in the area and that the firm has little difficulty in filling job openings.

Scranton--According to two establishments, this job is relatively easy to fill. The relative looseness that they experience seems to stem largely from the fact that these two firms pay relatively high wage rates and have low minimum job requirements. One of these firms has had to expand its work force because of increased product demand.

Columbus--The one firm in this city surveyed for machine operators reported an abundant supply of applicants. It primarily hires women to fill this job, so that the looseness of the labor market may only reflect the lower level of demand for women relative to men as industrial machine operators.

In summary, there are no clear cut patterns which explain the relative tightness or looseness perceived by individual employers as they seek to recruit entry-level industrial machine operators. Each firm seems to create its own labor market situation through the establishment of its wage scale, through its image as an employer in the local community, and through its reactions to changes in business activity which affects the supply of workers with preferred characteristics. Firms that consider themselves to be operating in relatively tight markets seldom have reduced their minimum standards in order to alleviate recruiting difficulties. As long as they can meet production schedules with the existing work force through such devices as increased overtime, these firms tend to maintain standards which do not necessarily reflect the minimum skills, education or even subjective factors associated with successful job performance. Interestingly enough, some of the surveyed firms who lowered their effective standards in response to a general tightness in the labor market still find the job market for industrial machine operators to be tight although perhaps not as tight as it would be with the higher standards. As we noted previously, there are many reasons why these employers perceive the market as being tight or loose; however, their efforts to adjust to the market are sporadic and do not necessarily reflect functional job needs. In connection with these machine operators, we must keep clearly in mind the fact that, even when employers appear to adhere strictly to stated minimum standards, they may be insisting on functional overqualification, especially if they hire with the intent of promotion to higher rated blue-collar jobs.

Intra-Area Comparison

Turning our analysis to intra-area comparisons in the five cities where two manufacturing firms were surveyed, we should be able to add something to our generalizations. Only one manufacturing firm was surveyed for this job category in Columbus and Jersey City. These two areas will therefore be excluded from consideration.

Cleveland

The two firms surveyed by the Battelle research team viewed the labor market for industrial machine operators as tight or average (tending toward the loose). Both firms hire with the ultimate intention of promoting and both employ intelligence and aptitude tests as applicant-screening devices. One firm indicated a very strong preference for individuals with related work experience and its inability to find these experienced workers as its primary reason for thinking the labor market tight. In addition, both firms considered themselves to be among the higher-paying employers in the area. It is possible that this may have led them to expect no recruitment difficulty and to over-react to the difficulties they did experience.

Scranton

Two firms reported that they are working in a relatively loose labor market area. One said it had lowered minimum age and experience requirements when faced with the need to expand its work force and its output. The other has been in the area for a relatively short time and felt no need for altering its own hiring standards. Both firms hire with the intention of promoting, both rely heavily on aptitude tests for screening, and both minimize the importance of formal education in selecting applicants for this job.

Indianapolis

Of the two firms surveyed one reported that this was a very hard job to fill, while the other reported that it was a relatively easy job to fill. The second firm recruits only females for assembler positions and has a fairly large backlog of applicants upon which to draw. Furthermore, the firm reporting hiring difficulties also was faced with the need for rapid expansion of its labor force to meet increased product demand.

Richmond

Similarly, in this area, one firm reported that this is a hard job to fill while the other reported it to be easy. Recruitment seemed easier for the second firm because of its relatively high wage structure. The first firm also had a relatively high wage structure and good fringe benefits. Despite its hiring difficulties, it considered itself to be such a "prestige" employer that it felt no need to alter its minimum hiring standards in the face of these recruitment difficulties. Part of these difficulties seem to have stemmed from its rigid rejection of overweight applicants.

Charleston

Both reporting firms stated that they were operating in a loose labor market for industrial machine operators. One of these firms had adjusted its hiring standards by reducing its demands for experience and substituting higher education--a high school diploma or its equivalent (as measured by the General Educational Development Test). The other firm, part of a multi-plant national corporation, considers itself to be a very desirable place to work. It is significant that one of these firms has worked closely with the local vocational education system, provides intensive on-the-job training for its new employees, and is concerned about the apparent lack of trained personnel in the area. It is also one of the few firms where security clearance was required of all applicants.

Multi-Plant National Corporation

Company A had plants in Cleveland and Indianapolis. In comparing them, we should keep in mind that apparent differences and similarities between them may actually reflect differences between their job categories, e.g., punch press operators versus assemblers. There was a high degree of comparability in the requirements for industrial machine operators at these two locations. The Indianapolis plant, reported to be operating in a tight labor market, and has slightly higher educational requirements than the Cleveland plant. The Indianapolis plant relies more on newspaper ads and walk-ins as its major means of recruitment; while the Cleveland plant used the services of the Ohio State Employment Service. Both plants offered good opportunities for promotion.

Company B, with plants in Indianapolis and Scranton, produces entirely different products at these two plants. The Indianapolis plant primarily employs women in bench assembly jobs, and finds this a fairly easy job to fill despite the relative tightness of the general labor market. In contrast, the Scranton plant is fairly new and employs only men as industrial machine operators. The Scranton plant formerly insisted on a twelfth grade education, but lowered this requirement on the basis of its operating experiences. Both plants impose specific height and weight criteria and employ aptitude and intelligence tests for screening purposes.

Company C has plants in the Jersey City and the Columbus labor market areas. Both units consider this an easy job to fill. Both rely heavily on tests in the selection of applicants for this job. Shifting from requirements to preferences, the Jersey City plant strongly prefers individuals with vocational training or related work experience, while the Columbus plant stresses a higher level of educational attainment. The Columbus operation prefers women while the Jersey City operation prefers men to fill this job category.

Company D is a multi-plant national organization with general employment policies set by its corporate headquarters; it gives individual plants considerable leeway in establishing employment procedures and hiring requirements. There are some interesting similarities and differences between this firm's Richmond and Charleston plants. For example, while the Richmond plant considers its labor market to be tight and the Charleston plant considers its to be loose, both are prestige employers in their respective communities. The Richmond plant does not have a stated minimum educational requirement, although most of its machine operators have a high school diploma; while the Charleston plant requires a high school diploma or its GED equivalent. Both apply very strict physical requirements and make extensive background checks of all applicants.

Summary Findings and Implications

Young workers who take courses in machine shop, blueprint reading, shop math and related vocational education training have clear advantages when applying for entry-level industrial machine operator jobs. Such exposure to industrial equipment, understanding of shop jargon, feeling for shop safety and the like are among the attributes employers seek in recruiting workers for these jobs. After a worker has been hired into this work, several lines of promotion open up to him, depending on his ability and initiative, but often subject to the constraints of a seniority system in unionized plants. However, it must also be remembered that these jobs are also subject to the ebbs and flows of the general business cycle as well as to changes in product demand--all factors well beyond the control of the individual worker.

The fact that many firms use this job category as an entry into many higher-rated blue-collar jobs means that certain minimum standards (relating especially to educational attainment, cutoff scores on aptitude and intelligence tests, etc.) are often higher than the functional needs of the entry job itself. However, they are not necessarily high for the jobs to which the individual may be promoted at some later date. It is this aspect of the entry situation which probably has the most significant educational implications.

There is an obvious need for closer direct involvement between local vocational education activities and the manufacturing plants employing entry-level machine operators. This is a type of work which is highly sensitive to changes in technology. Unless efforts are made to link the vocational education system closely and continuously to industrial realities, young workers may not be adequately prepared. For example, local vocational education programs should explore opportunities to use underutilized local industrial facilities for training purposes as well as to recruit production workers as part-time instructors.

While industry does provide limited training to young workers, it is primarily on-the-job. Where manufacturing concerns employ a labor pool, young workers may be enabled to learn a broad range of skills that qualify them for several higher-skilled or better paying jobs. This seems to imply that some kind of national network of cooperative work-training programs might be instituted for entry-level machine operators. This would be comparable to the localized programs in distributive education that have been in effect for many years.

It is important to note that, despite the emphasis on job-related skills, subjective factors play a significant role in screening applicants for industrial work. To the extent that young persons can be given pre-job orientation, preparation for the job interview, and guidance on grooming, they would be greatly helped.

Finally, attention should be called to the fact that this survey found both the janitorial jobs (discussed in the preceding chapter) and the industrial machine operative jobs to lead into higher-skilled, blue-collar work in the factory. This finding has some interesting implications which must be reserved for the final chapter. At this point, however, it must be emphasized that it is highly unlikely that workers prepared in these two entry occupations will find themselves in a highly competitive relationship. As will be seen, these two lines of opportunity are much more likely to be complementary then to be competitive.

CHAPTER VIII

FOOD ASSEMBLERS

The food assembler group is composed of hospital diet aids or dietary maids, food service workers or kitchen helpers in retail stores, and dining service workers or cafeteria operators in manufacturing firms. Although the job title may vary from firm to firm, the employee characteristics and duties are similar. These employees assist in the preparation and serving of food and also help clean the food serving and food preparation areas.

The occupational group was studied in five of the seven labor market areas: in two Cleveland hospitals; a Charleston hospital; one in Columbus; in a retail store, a manufacturing firm, and two hospitals in Indianapolis; and in a variety store and a manufacturing firm in Richmond. A total of ten cases involving this job group were studied. At the time of the survey, these ten firms employed 544 food assemblers.

Differences Among Labor Market Areas

One of the Cleveland hospitals considered the job market for food assemblers as loose, while the other classified it as average (i.e., both tight and loose). Neither had experienced difficulty in recruiting such workers and neither had felt it necessary to lower their hiring standards in order to recruit. Quite a bit earlier than the time of our survey, the supervisor of dietary food service workers at one of these hospitals had required a high school diploma for all applicants; she had abandoned this practice because high school graduates would not accept the jobs. These jobs lack prestige. The pay is often low and in hospitals the worker must be available for weekend work. Generally, there is very little opportunity for promotion from such jobs in any type of establishment. The hospital classifying this job market as both tight and loose did so because while the hospital employment office interviewer felt the job was easy to fill, the supervisor felt that it was difficult to fill with the kind of workers she wanted. The supervisors in both Cleveland hospitals considered their hiring standards for these jobs to be low. Although both hospitals specified a tenth grade education and preferred high school graduates, both would accept less education. The primary functional requirements for such jobs are good health, cleanliness, and a pleasing personality.

These hospitals do not seem to have relaxed hiring requirements in policy or in practice. Although it was difficult to be certain that workers were not hired below stated minima in one hospital because employee records were incomplete, in the other hospital all food assembly employees had meet the minimum requirements.

The Charleston hospital had not lowered hiring requirements for food assemblers since the job market for such employees was felt to be losse and workers were not difficult to obtain. This hospital's minimum standards were simple: applicants must be able to read and write and must pass a physical examination. The supervisor prefers that young applicants have a high school diploma and that oler workers have experience. Trustworthy individuals with a good attitude toward work are especially desired. Employees who were food assemblers at the time of the survey and those promoted from these jobs whose records were sampled met all the job requirements and all preferences except the high school diploma. These workers were generally rated by their supervisor as above average employees.

In Richmond both the variety store and the manufacturing firm considered the job market for food assemblers as tight. Both firms had difficulty filling openings. However, neither had lowered their stated standards for such employees, although both hired workers who failed to meet them. The manufacturing firm requires a high school diploma and also tests intelligence and skills. Neatness and cleanliness are required along with relevant work experience. These fairly strict standards arise in part from the fact that these workers come into direct contact with company executives and their guests and contribute to the company's public image. Applicants for this position in the variety store must also pass tests. A food worker here may have to handle cash transactions, a duty which is less often required in a hospital or manufacturing firm.

Food assemblers were reported easy to recruit by the Columbus hospital, even though the Columbus market was said to be quite tight. The ease with which the hospital employment office filled job openings for food assemblers and the low hiring standards for this position are reflected in the hospital's policy of hiring the mentally retarded to fill these jobs. An applicant must be able to complete the application form, however, and must pass a physical examination. This examination is in part a check of the applicant's personal cleanliness. Police record and credit record are also checked although a criminal record does not automatically bar an applicant from employment.

The unemployment rate in the Indianapolis labor market in general has been under 2.5 percent for the three years before our survey. Even so, one hospital reported that the job market for food assemblers was loose. The manufacturing firm using food assemblers in the company cafeteria considered the market loose at times and tight at other times. At the time of the survey they were experiencing difficulty obtaining enough of these workers, even though their standards were low. They felt that one reason for this difficulty was that the job seemed to carry a stigma. The other hospital and the retail store felt that the Indianapolis market was tight.

The store reported no difficulty filling openings, but a very high turnover rate attributed both to the tightness of the labor market and to the fact that this type of job is considered degrading. This store was the only Indianapolis firm among the four that had deviated from its stated standards. Two individuals who were holding this job at the time of the survey had been hired in spite of the interviewers comments concerning their "poor attitude". Only one of these employees was within the preferred age group (20-30 years).

The other Indianapolis hospital reported great difficulty in recruiting diet aids, and had lowered its hiring standards by accepting applicants who appeared unlikely to stay on the job--e.g., workers who had been laid off by or were on strike against higher paying jobs in industry. This hospital's personnel staff believed that the difficulty they encountered in recruiting was due both to the low wages paid for such help and to the fact that, since men's wages were rising in the area, fewer women were looking for work.

In summary, four firms regarded their local job markets for food assemblers as being loose. None of them experienced recruiting difficulties, and none had lowered hiring standards or had hired sub-standard workers.

Four firms reported their local markets for food assemblers to be tight; and three of them reported difficulty in filling openings. One of these four firms had lowered stated standards and adhered to them. The others did not, but had hired applicants with less than stated required qualifications.

Two firms reported that job markets for food assemblers in their areas were "tight sometimes and loose at other times". At the time of the survey, one was having difficulty recruiting and the other was not. Neither firm had responded to the periodic tightness of the market by changing its standards nor had either firm hired workers below its own stated standards.

Differences Between Types of Firms

Six of the surveyed firms employing food assemblers were hospitals. Three of them faced loose job markets and reported that recruiting was easy. None had lowered minimum standards as a stated policy or in practice. Two of these hospitals require only that the applicant be able to read and write; the third looks for applicants with a tenth grade education, but will take them with as little as an eighth grade education. All three hospitals require a physical examination and check job references. Cleanliness, a good attitude and a pleasant personality is required. Two firms make police checks.

Two hospitals found the labor market for food assemblers tight. However, only one reported difficulty recruiting workers. This firm had altered its hiring policy by accepting applicants who, while normally employed in higher paying industrial jobs, were temporarily laid off or on strike. The hospital did not expect such workers to stay. Neither of these hospitals had hired food assemblers below their stated minima which were: the ability to read and write; passing a physical examination; references; one hospital makes police and credit checks, the other does not; and cleanliness. Personality and attitudes were not mentioned by either firm. In this sense requirements are slightly lower in the hospitals facing a tight market than in the two facing a loose market. The sixth hospital characterized its job market for food assemblers as mixed and stated that such workers were easy to recruit. This firm had maintained minimum standards in terms of policy and in practice. It required a tenth grade education, but stated that this was not a rigid requirement. It also required a physical examination. Neither police nor credit checks are made but the applicants'appearance and the impression they make during the job interview are the deciding factors in the hiring decision. Three hospitals preferred high school graduates for these jobs but none required this level of educational attainment.

Food assemblers were also surveyed in two manufacturing establishments. While both firms found it difficult to recruit such workers, one reported the labor market for food assemblers to swing between tight and loose and the other reported its market as tight. Neither firm had lowered minimum standards for these jobs as a result of their experience; but one had hired applicants without relevant experience, though this had been stated as a requirement for the job. This firm also required applicants to be high school graduates, to be neat and clean, to pass a battery of tests, and to be physically and mentally alert. Food assemblers at this plant must also pass a physical examination and a police and credit check. The other firm's minimum requirements for this job were much lower; it was located in Indianapolis (which was noted above to have a very tight labor market as a whole). In this plant food assemblers must be able to read and write and they must be clean. A food handlers permit is required and the applicant must be free of all communicable diseases. The applicant must also be a willing worker. Although this firm has no educational minimum for food assemblers, all employees whose records were examined were high school graduates.

This study also surveyed food assemblers in two retail stores (Indianapolis and Richmond). Both establishments reported their local markets for these workers to be tight. Nevertheless, only one reported difficulty in recruiting. This apparent contradiction is explained by a supervisor's statement that, while workers are obtainable, it is difficult to find workers of the desired quality.

Neither of these stores have lowered stated hiring requirements, but both have hired food assemblers who did not meet them. One of these stores requires a battery of tests (skills and general intelligence) and is concerned about the applicant's neatness and cleanliness; references are also required. The other store requires a credit and police check and a physical examination. It will hire applicants with police records, but the hiring decision is based on the nature and extent of the record. References are required and checked. Neatness of appearance is important and every employee must pass a blood test and have a food handler's permit. High school graduates are preferred by this firm.

One of these two firms did not always check references. The other hired workers whom the interviewer considered to have a "poor attitude".

Job Status and Requirements

The job of food assembler is generally held by women and often by young girls, although at least two firms specifically preferred older women and reported less turnover among them.

Standards are generally low. Only one manufacturing firm currently requires these workers to be high school graduates; although two hospitals had required this level of education in the past. Three firms merely required that the applicant be able to read and write, and two stated no educational requirements of any kind. One, a Columbus hospital, hired mentally retarded individuals as food assemblers. Five firms stated (and a sixth implied) a preference for high school graduates. Interestingly enough, the two firms that neither required nor preferred a high school diploma of its food assemblers were generally able to hire high school graduates for these jobs.

Paramount among the qualifications for this work are cleanliness and a physical examination. Since these workers handle food, freedom from communicable diseases is essential. Less essential but still mentioned by eight of the ten firms surveyed were police, credit, and reference checks. In hospitals, particularly, a police record does not automatically bar an applicant from employment: the nature and extent of the record are considered. Since most of these workers are women, transportation and babysitting arrangements are usually matters of concern to the employer, especially for hospitals which expect workers to be available on call for any shift.

This type of work "lacks status" according to one firm, is "degrading" according to another, and "carries a stigma" according to a third. A fourth employer stated that the job has no prestige and was therefore difficult to fill. Wages are low and hours are often poor, particularly in hospitals which require weekend work or that the worker be available for any shift.

Promotion is very limited although merit raises were reported by several firms. One firm flatly stated that the kind of people hired for this job wasn't promotable. Another went outside its work force to hire supervisors. Every surveyed employer reported that opportunities for promotion were limited or possible but remote. Promotions had been made from these jobs in six of these firms; however, this was not their common practice, and promotions were almost never outside the same line of work. Only three firms reported the possibility that food assemblers could be promoted to a different line of work. In summary, this seems to be a "dead-end" job in most firms.

Conclusions

Standards for food assemblers are low and wages and status are correspondingly low. Although older women are the more desired workers for these jobs, they are really more suited to young girls who are still going to school or who will soon leave the labor market for marriage. There is a high turnover rate among these younger workers, however, which makes them less desirable from the employers' point of view.

The limited opportunities for promotion, the low wages and status, and the long and often irregular hours combine to make these jobs undesirable from the standpoint of permanent work. There does not seem to be much real demand for vocational training for these jobs; nor would it seem desirable to encourage individuals to think of them as stepping stones to a career by the offer of such courses. The use of retarded people in these jobs by one Columbus hospital may well be one of the more desirable solutions for many employers of food assemblers.

In this connection, however, attention is called to the fact that (with one minor exception) no commercial restaurants were included among the surveyed establishments. Where food assemblers were surveyed, these activities were secondary services required by, but not closely related to, the firms' primary activities. It may be that if commercial feeding establishments had been made a significant part of the study, they would have introduced completely different dimensions of requirements and opportunities to the entry-level food handling job. Further study should therefore be undertaken before concluding that all food assembler work is low in pay, in prestige, and in career opportunities.

CHAPTER IX

HEALTH-RELATED JOBS

One of the considerations which shaped the selection of job-titles for coverage in the study was the need to include a variety of occupations, embracing fields which often tend to be overlooked. Such an entry-field is the general area of health, primarily because the usually-mentioned occupations are those which (like medicine and nursing) are highly professionalized and require extensive education. Entry into health-related careers can be made, however, through other doors which require a great deal less in the way of professional training. Although these other doors do not necessarily lead into the same opportunities, they give some promise of satisfactions and advancement.

Three entry-level health occupations were surveyed in this study: unregistered laboratory technicians, nurse aids, and orderlies (for descriptions, see Appendix C). In analyzing these occupations the three will be considered separately. The position of unregistered laboratory technician is wholly unrelated to the nature of work done by orderlies and nurse aids; and the sex differences between the duties of orderlies and nurse aids make a separate discussion for each more meaningful.

Laboratory Technicians

This occupation was studied in seven hospitals located in five cities. Surveys in Charleston and Jersey City did not cover technicians; and they were surveyed in two hospitals each in Cleveland and Indianapolis. Although some private medical laboratories also employ unregistered laboratory technicians, none were surveyed. The study coverage was limited to hospitals because they also employ other entry-level occupations (especially nurse aids, orderlies, and food assemblers) in sufficient numbers to make their inclusion much more efficient in terms of the study. The number of laboratory technicians employed by the covered hospitals ranged upward from six. Three of the seven hospitals--one each in Columbus, Cleveland and Indianapolis--reported tight labor markets for laboratory technicians. The other four reported loose markets. In Cleveland and Indianapolis one hospital reported a tight market and one a loose market.

Differences and Similarities Among Labor Markets

Columbus--The pathologist in this hospital insisted that all unregistered laboratory technicians have at least one year of college. Recruitment was primarily through medical journals and college placement offices, which indicates the type of individual for whom the employer is looking. Of the sampled employees only one was hired who did not meet this educational requirement. Promotions would require additional training and education.

Cleveland--Before 1965, one year of college was required by the pathologist of this hospital. Although this requirement has now been dropped, applicants without experience will not be hired except as trainees. The decision to hire or reject hinges primarily on the interview, during which the pathologist attempts to determine the applicant's interests and capabilities. This hospital would prefer to use only registered technicians in these positions, if they were available; although doing much of the same work, nonregistered technicians are not considered their one-to-one equivalents and are hired to fill in and to supplement the registered ones. The labor market for unregistered technicians is said by the employer to be tight because of low wages and the lack of promotional opportunities.

Indianapolis--This hospital required a high school ecuation with either a science background or laboratory experience. A reference check and physical examination must be passed. The employer ascribed the tightness of the market for technicians to low supply in the face of high demand. Unlike the Cleveland and Columbus hospitals, the opportunities for promotion from this occupation in this hospital are good.

These three hospitals show marked similarities in their attitudes toward hiring. All apply fairly rigid educational requirements, as well as high standards of physical fitness. None of the hospitals base the hiring decision on a testing program. All three consider experience to be a real asset and a science background to be important.

On the other hand, reasonable promotional opportunities existed only in the largest of these three hospitals, located in Indianapolis. Also, only the Cleveland hospital felt that applicants below standard could be hired and trained for this position.

In all three cases it became clear that the unregistered laboratory technicians were used primarily because of the unavailability of registered technicians. Therefore, the more qualified the applicant is, the better his opportunity of being hired. In no case had requirements been lowered enough to alter the conditions of the local labor market.

The four hospitals which have experienced loose labor markets for laboratory technicians were located in Cleveland, Richmond, Indianapolis, and Scranton.

Cleveland. Although applicants with high school diplomas and some laboratory experience meet minimum requirements, higher-qualified applicants are more likely to be hired. References are checked and a physical examination must be passed. Personality characteristics are given close attention. This hospital has several trainee positions available for applicants who fall below the minimum standards, and will occasionally hire someone as "below scale" if all trainee positions are filled. The ease in filling vacancies in this position is partly attributed by the employer to the existence of training programs in the Cleveland area. High caliber unregistered laboratory technicians reportedly can be found because of these programs. Although promotions are not easy to come by, workers in this position are taught new skills and encouraged to continue their education in preparation for promotion.

Richmond. This hospital requires a high school education with emphasis on science. Apparently, the medical head of a laboratory can create a "vacancy" whenever a likely applicant comes along who can be afforded--a fact that goes far to explain the "looseness" of the reported labor market. Opportunities for promotion are very limited. This hospital is also unusual in that it makes a particular effort to hire concientious objectors into these jobs.

Indianapolis. Applicants must be high school graduates unless they are unusually experienced and qualified in other ways. A physical examination must be passed. Applications of rejected applicants indicated that seemingly qualified individuals are rejected, which if true indicates a very loose labor market. This hospital uses unregistered technicians as fill-ins to the extent that registered technicians are not available. Salaries have been raised to reduce turnover, and there are good opportunities for promotion. These two facts probably explain the employer's ease in filling this job.

Scranton. This hospital requires a high school diploma and above-average grades. An applicant must also pass a physical examination. The hospital conducts its own non-accredited training program. There are no promotional opportunities.

All four hospitals require a high school diploma, and all but the Richmond hospital insist that the applicant pass a physical examination. In every case except Indianapolis, promotions are unlikely, and require additional training, education, and perhaps even registration.

Only two of the hospitals, Cleveland and Scranton, will train applicants for these positions.

Generally speaking, the requirements are not as high in these hospitals as in those which described the labor market as tight. For example, none of them demand college. These hospitals also place relatively little emphasis on previous experience. Interestingly the Indianapolis hospital reporting a loose market considered one important factor affecting its market to be its relatively high level of wages, while in the Cleveland hospital that reported its market to be tight, part of its problem is ascribed to the fact of low wages, though they are higher than in Indianapolis.

Intra-Area Comparisons

Two hospitals were surveyed for unregistered laboratory technicians in Cleveland and in Indianapolis. In each city one hospital reported an easy market for these workers and one reported a tight market.

Both Cleveland hospitals will train applicants who do not meet minimum standards. In the "loose" hospital (i.e., the one reporting ease of hiring technicians), this training is much more formalized. Stated requirements for the "tight" hospital are more numerous, while in the "loose" hospital more interest and attention seem to be paid the potentialities of the individual. Although the educational requirement has been lowered in the hospital reporting a tight labor market situation, it still required a high school diploma. The other hospital is much the larger of the two and devotes considerable time and attention to the growth of individual employees. Opportunities for promotion are more readily available here than in the smaller hospital. The employer in the loose market also seemed to make better use of the training programs available in the Cleveland area.

From the information gathered during the field work, it is difficult to pinpoint why the two Indianapolis hospitals describe these labor market conditions for this position so differently. Their requirments are essentially the same, although the hospital reporting a loose market will relax its educational requirement to hire a potentially good applicant. The opportunities for promotion vary from "easy" in the case of the hospital hiring in a loose market, to "possible" for the other hospital.

Nurse Aids

Nurse aids and orderlies are differentiated from each other in this study mainly in terms of sex--the former are female and the latter are male. However, by virtue of the sharp differences between them as to physical strength, orderlies are expected to do much more heavy lifting, and the like than nurse aids.

The occupation of nurse aids was surveyed in six hospitals--two in Cleveland and one each in Indianapolis, Scranton Columbus, and Charleston. None were surveyed in the Richmond hospital or in Jersey City. The number of employees holding the position varied from 12 in Scraton to 25[illegible] in one Cleveland hospital. The other Cleveland hospital was quite small. Hospitals employing only a few nurse aids have an understandably different experience hiring them than do hospitals with over 100 such workers.

Differences and Similarities Among Labor Markets

Five hospitals described the labor market condition for this job as being loose or average. The Charleston hospital and the smaller of the two Cleveland hospitals felt the market to be about average, but stated that they had no problem filling vacancies. The three hospitals reporting the market as loose were located in Cleveland, Scranton, and Indianapolis. The one in Columbus reported its labor market to be tight.

Cleveland. The larger of these two hospitals required a tenth-grade education with high school graduates preferred. Each applicant's background is checked to determine reliability and dependability. Regularity of school attendance is an important factor. Experience is required of applicants who are not high school graduates. Girls who are sincere about hospital work and who are friendly, alert, and understanding, are most likely to be hired. This hospital conducts its own four-week training program, and it almost never hires a nurse aid applicant who does not take it. Although not now requiring a high school diploma, this employer once did. At the time of our survey the hospital hoped to institute a testing program that would help identify lesser educated, but qualified and trainable individuals for this position.

The other Cleveland hospital looks for high school graduates with experience, but will accept as little as an eight-grade education. Personal reliability and dependability are checked through references, and attendance records in school or previous jobs are influential.

Indianapolis. A nurse aid in this hospital must have at least a ninth-grade education, unless she has had a great deal of experience. Personal characteristics are considered, and attendance on previous jobs is examined as an indication of steadiness. When this hospital has needed new nurse aids, it has obtained them from the training program at the Indiana Technical College. Nevertheless, all new nurse aids are still required to complete a four-week program of course work and on-the-job training in this hospital.

Charleston. This hospital mainly hires applicants who have completed a training program under the auspices of the State Employment Service. Vocational training is required unless an applicant is experienced. Individual characteristics of friendliness, cleanliness, and dependability are important. Applicants with only an eight-grade education can be hired into this position. The looseness of its labor market is attributed by the hospital to the success of local nurse aid training programs.

Scranton. A high school graduate is preferred for this position in this hospital, but an eighth-grade education is acceptable. Nurse aids must be friendly, enthusiastic, and clean. Experience is an asset. This hospital does not experience much turnover in this job category, although its wage level was described as low.

Information collected from hospitals describing the labor market for nurse aids as average to loose shows that they share similar attitudes, regardless of location. None of these employers require a high school education, but most have expressed a definite preference for it. These hospitals do not use testing programs to determine if an applicant is qualified to be a nurse aid, but they are strongly influenced by the individual's apparent reliability, dependability, and personality. Hospital work is continuous throughout every day, and the nurse aid plays a significant role in this schedule. She must be understanding and friendly in her dealings with patients. Moreover, previous attendance records for school and jobs are considered to be indications of dependability. Previous experience was mentioned as desired by all these employers, because hospital staffs are overworked and experienced employees require less training. Except in the case of the Indianapolis hospital, these employers felt that the opportunity for promotion from this job was quite limited. The Indianapolis hospital, on the other hand, will help an outstanding nurse aid attend practical nursing school through a scholarship and leave of absence. The larger hospitals rely more on local training programs and their own training programs than do hospitals which employ only a few nurse aids. Because of the strenuous nature of hospital work, sturdy good health is an important factor.

Only one hospital (in Columbus) described its labor market for nurse aids as tight. This hospital has lowered its educational requirement from a high school diploma to tenth grade, though high school graduates are still preferred. In fact, this employer seeks girls with some college, including a background in sciences, who can be trained for future promotion. In this hospital nurse aids are on continuous call so that applicants must be judged dependable and reliable on the basis of their previous work records.

Intra-Area Comparison

The two Cleveland hospitals surveyed for nurse aids differed considerably in size--one employing over 250 nurse aids and the other only 13. Nevertheless, both viewed their labor markets as fairly loose, and they had similar hiring requirements. Although both hospitals prefer high school graduates, the smaller will accept an eighth-grade and the larger a tenth-grade education. There are differences between them, however, While the smaller hospital is able to find applicants who meet its requirements (and frequently its preferences) the larger hospital often must hire applicants who are below its minimum standards and train them. In fact, nearly all its new nurse aids must complete the hospital's training program. In addition, the larger hospital must take many active steps in order to recruit applicants, while the other hospital can rely on walk-ins and word-of-mouth referrals by employees.

Orderly

The occupation of orderly was studied in only three hopsitals. The number employed in each hospital ranged from 21 to 50. Where the survey teams had an opportunity to choose between nurse aids and orderlies in a hospital, it usually chose the one for which the employer could provide the most complete information about individual employees and applicants.

Differences and Similarities Among Labor Markets

The hospitals located in the Richmond and Charleston labor market areas described their market situations for orderlies as tight, while the one in Indianapolis described its market as loose.

Richmond. This hospital requires that its orderlies have at least a tenth-grade education, and it prefers high school graduates. It checks business references and police records. According to the employer, the civil rights movement has branded the position of orderly as being beneath the dignity of Negro workers--the hospital now has fewer Negro applicants, a situation which obviously has tightened the labor market. The employer claims to have lowered hiring requirements recently, but gave no specific indication of which requirements had been lowered. According to this employer, the main reasons for labor market tightness involve the facts that (1) hospital work does not appeal to many men and (2) orderlies are paid very low wages.

Charleston. To be hired as an orderly in this hospital, an applicant must have completed elementary school (high school graduates are preferred). Police records are checked. Experienced workers are preferred because they require less training. Such personality factors as pleasantness and cooperativeness are important. Although this hospital described its labor market as tight, all of our sample of its employees had graduated from high school. The employer said, however, that he always has unfilled openings for orderlies; and he attributes this primarily to the low wages, to the nature of the work, and to his rigid requirements. It is fairly evident that this hospital is hiring orderlies who are better qualified than the experience of the other hospitals would indicate to be functionally necessary.

Neither of these hospitals which are faced with a tight labor market insists on high school diplomas. However, each states a preference for high school graduates. These employers check police records; but they base their decision to hire or reject an applicant with a record on the nature and extent of his offenses. Neither hospital utilizes a testing program in screening applicants. Other than the police check and a physical examination, requirements are neither numerous nor particularly high. The Richmond hospital feels itself to be "scraping the bottom of the barrel" to fill these positions.

Indianapolis. The one hospital reporting a loose labor market for orderlies was in Indianapolis. Although no specific education is required, high school graduates are considered more desirable. References and police records are checked. An individual's attitude and personality influence the decision. This hospital has lowered some of its requirements, though not in the past couple of years. At one time it required both high school graduation and previous hospital experience. Our sample of employees showed that individuals with the highest educational attainment and previous experience were also the most successful on the job. Although this employer described its labor market as loose, the hospital was reported to still experience difficulty in finding workers of the desired caliber. Low wages were stated as the cause. This hospital experienced nearly 100 percent turnover in this occupation in the past year. According to the employer, applicants who come from vocational education programs have not worked out well.

Summaries

Unregistered Laboratory Technicians

In our case studies the occupation of unregistered laboratory technician differed as a group from any other occupation covered in the study. This job is the only one for which labor market tightness/looseness is considered primarily dependent on the availability of another type of worker, in this case, registered laboratory technicians. The survey seems to suggest that hospitals are moving toward hiring more unregistered laboratory technicians because of persistent shortages of registered technicians. Many registered technicians seem to be seeking work in private laboratories where pay is higher than in hospitals. Nevertheless, hospitals faced with both tight and loose labor markets expressed a preference for registered technicians; and preferred for their unregistered technicians to have the highest possible educational attainment and experience. According to these employers, a registered technician has all-round laboratory ability that cannot be found in a high school student with a science background. The Cleveland hospital which described its labor market condition as loose was the one institution that openly expressed its willingness both to train inexperienced individuals and to support the local training programs which are helping to raise the caliber of applicant for this job. The head of one laboratory in this hospital described what he felt would be worthwhile and obtainable objectives for a training program for unregistered laboratory technicians. Such a program would (1) encourage the trainees to think in the direction of developing improved laboratory procedures, and (2) create in them an awareness of the clinical application of laboratory tests. Further, he expressed the conviction that high school students could be trained adequately in these respects.

Employers surveyed in terms of unregistered laboratory technicians had roughly similar attitudes. Regardless of the condition of the immediate labor market, none administered testing programs. Every hospital required at least a high school education, with an interest and background in science. Employers also seemed to prefer individuals with pleasant personalities and cooperative attitudes, primarily because laboratory work is highly routine and can be done best by persons of even temperament.

The most noticeable differences between the attitudes of employers reporting loose and tight labor markets relate to the overall caliber of individuals employed. The hospitals in Cleveland and Columbus which operate in a tight labor market are both looking for a well-trained, relatively highly educated individual. These two hospitals are smaller than several others covered in the study. They employ relatively few unregistered technicians, and expect them to carry their share of the laboratory work without extensive training. A larger hospital would have more positions and would be able to fill some of them with inexperienced or relatively untrained technicians without seriously affecting the quality of the work.

It is interesting to note also that in every hospital promotions are dependent on the employee's acquisition of new skills, further education, and (in some cases) registration. Although the ease of promotion varies, these requirements are standard.

Significant training for this occupation can be done only within the framework of an individual's interest in science. Perhaps this factor should be an absolute prerequisite for training, as it is for employment. There seem to be definite needs for local expansions of training facilities. Trainees should be encouraged to view this occupation as a step toward a career as a registered technician; and they should be aware of the opportunities associated with the position. Personality characteristics of potential trainees should be screened carefully in view of the fact that unregistered technicians tend to follow the same routines day after day.

Although some of the work of hospital laboratories can be done only by registered technicians, the survey findings indicate that unregistered technicians are capable of conducting many routine laboratory tests, thereby freeing the registered technicians for that work which requires more skills, research, and analysis.

Nurse Aids

The occupation of nurse aid apparently requires individuals who are above average in dependability, cooperativeness, and friendliness. The importance of these factors was emphasized by every employer surveyed. Although no hospital, in either a tight or loose labor market has been able to maintain its requirement of a high school diploma, all but one indicated a preference for high school graduates. The Columbus hospital, faced by a labor market which it described as tight, was the only one where all employees in our sample were high school graduates. It is quite possible that the employer's concept of the stringency of the labor market may be a function of their emphasis on educational attainment relative to the above-mentioned personality characteristics.

Regardless of how they describe their labor markets, none of these employers used testing programs in screening applicants. Although our case studies clearly indicate that none of the hospitals can hire individuals as highly educated or experienced as they might desire, there is no reason to feel that the "less qualified" employees actually performed less successfully on the job. The employers seemed to feel that applicants who completed high school have demonstrated a kind of dependability which was important in hospital work. Experienced applicants were felt to have demonstrated a real interest in nursing service work.

Most hospitals indicated that the wage scale for this occupation is low, even though a great deal is expected of nurse aids. One employer explained that, in spite of low wages, women can be found for these positions because many women like hospital work much better than they do factory work, and receive tremendous psychic satisfaction from it. They enjoy the feeling of responsibility and of contributing to a good cause.

The information gathered from these employers indicates that more training programs which emphasize personal habits and qualities would be beneficial to applicants for nurse aid positions. Because of the hospital's emphasis on dependability, poor attendance records in school or in a vocational training program becomes a cause for rejection. Personal neatness and cleanliness also should be emphasized.

Possibly the incentive to stick with this type of work would be greatly increased if promotional opportunities were less limited. An interest in training programs for practical nurses and for other types of health occupations should be natural outgrowths of experience as a nurse aid. Although these kinds of programs already exist, they could certainly be made more accessible to nurse aids, and nurse aids could be shown that their job can be a step on the way toward a career requiring additional skills and/or educational and providing additional satisfactions and financial reward.

Orderlies

Our survey of hospital orderlies found all three hospitals sharing in several common conditions, regardless of whether their labor markets were loose or tight. These employers all have difficulty finding the type of individual they really want, and they agree in ascribing it primarily to the low wage structure. None of these employers require a high school diploma, though all would prefer it. Each employer checks police records. Since the orderlies must work directly with the patients, consideration is given to such personality factors as cooperativeness and dependability. None of these employers uses a testing program to guide them in choosing the best-qualified individuals for this work. These employers feel that this kind of hospital work is not particularly appealing to men.

Our survey suggests that orderlies have little opportunity for promotion to other positions, a consideration which probably reduces the attractiveness of this job even more, given the low wage level.

Statements from these employers indicate that certain factors should be included in any orderly-training program in order to make it acceptable: Great emphasis should be placed on strengthening such characteristics as good work attitude and reliability; trainees with extensive and adverse police records should be warned away from the job in order to avoid the frustration of rejections; and every effort should be made to encourage applicants to stay in high school and graduate.

Basically, however, the future status of this position depends on the hospitals' attitudes. Although quick to point out the shortcomings of this job, the hospitals seem to have taken no steps to improve the situation. Nor have any of them utilized any novel recruiting devices in their search for orderlies.

Conclusion

The three health-related jobs covered by our survey have certain similarities, despite their differences from one another. Certain employer (hospital) attitudes toward worker's qualifications were evident in all occupations. Regardless of the geographic location or the relative stringencies of the labor markets, all the employers seemed to display some common attitudes that probably reflect the nature of health-service work.

Employers expressed strong desires for high school graduates. In the case of laboratory technicians, the diploma is felt necessary for proper functional performance on the job. In the case of nurse aids and orderlies the diploma is viewed more as an indicator of relative dependability and reliability.

Employers also indicated a common interest in the reliability and dependability of applicants. Hospital work is continuous, and the availability of a sufficient number of competent and reliable staff must be assured at all times, including weekends and holidays. Hospitals try to determine dependability in several ways, such as reference and/or police checks, attendance checks, and interviewer impressions.

Still another point of emphasis is the search for friendliness, cooperativeness, and understanding. In laboratory workers, these qualities are wanted to maintain staff morale, despite the routine nature of the work. In nurse aids and orderlies, they represent ideals of patient-care. Hospitals seem to be willing to lower their educational requirements, but not their character and personality requirements, as their labor markets tighten.

None of the surveyed hospitals use testing programs to screen applicants. Low wages and limited promotional opportunities, particularly for nurse aids and orderlies, make these positions unattractive to many people. Moreover, what little opportunity for promotion there is usually requires additional training and education.

In addition to the provision of jobs skills, training programs in these health-related fields should be designed to raise the general and scientific education levels of trainees and make them aware of the significance of intangibles to their prospective employers.

The findings of the study suggest that hospitals will have an increasing demand for unregistered laboratory technicians, since the supply of registered technicians will probably remain low. The demand for nurse aids will probably continue, as will those for orderlies--but the latter will be hardest to fill. Indeed innovative changes are needed to meet the generally unsatisfied demand for orderlies. Up to the present, hospitals do not seem to have displayed ingenuity in dealing with these shortages. Further research is needed to indicate how redesigning the work of laboratory technicians and orderlies might make possible the use of less qualified persons in these jobs. As indicated by surveyed employers, low wages contribute to the difficulty of recruiting and keeping capable people in these jobs, especially as nurse aids and orderlies.

When viewed in another perspective, the situation may be even more critical than this discussion implies. There are indications that shortages of professionals in medical care (i.e., doctors, surgeons, registered nurses, and medical scientists) are becoming acute. One solution to this need would involve the redesign of professional level work to bring more of it within reach of the nonprofessionals (e.g., nurse aids, orderlies, practical nurses, and unregistered technicians). In other words, rather than thinking in terms of filling current levels of demand for these entry-level workers, the educational system probably may have to gear itself to providing a signficiantly larger flow of even better trained persons.

CHAPTER X

FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

Previous chapters have indicated the general design of this study and the factual information which it has gathered. Up to this point, that information has been given only a preliminary analysis. Now we must bring the first-order generalizations together and extract from them further generalizations--our findings, conclusions, and recommendations.

Findings

Although the investigation has been phrased in terms of employers' reactions to entry-level qualifications in tight and loose labor markets, this information was not collected for itself. Rather, we examined this topic in order to provide insights concerning: (1) the needs of entry-level workers for vocational education; (2) the contributions which vocational education programs can make to the employability of new entrants into the labor market, and especially of those who come from socially and economically deprived groups; and (3) the other (non-curricular) devices which might be used to enhance the employability of the disadvantaged. Therefore the major finding of this study will be brought together within the framework of six questions:

1. What is the general nature of the employer's hiring standards for entry-level workers? and how do they vary between labor markets of different degrees of stringency?

2. What kinds of qualifications are required of new or entry-level workers? how amenable are these requirements to vocational education efforts? and what part can vocational education play in preparing workers for promotion?

3. What are the relationships between tight/loose labor markets, entry jobs, wages, and opportunities for advancement? how do these factors affect job standards?

4. What is the significance of the entry job to the worker, the employer, the community?

5. Can the pattern of entry-level employment be changed in a manner that will better utilize and preserve our human resources?

6. What are the specific characteristics, needs, and values of the particular entry jobs studied in this research program?

The Employer And The Labor Market

One of the most difficult questions faced by this investigation has involved the degree to which the employer's own statements concerning the labor market and his labor requirements can be taken at face value. This is not intended to imply any distrust of the employer's honesty; but it is intended to focus attention on his objectivity.

As will be recalled (Chapter IV), our experience in this survey indicates that the employer can be quite specific about his hiring standards, regardless of whether or not they are functionally related to the job. It will also be recalled (Chapter IV) that these standards specifically relate to the employer's sense of the tightness/looseness of his immediate labor market, especially as the market becomes tighter. Since recent labor market trends have been in the direction of tightness (i.e., falling unemployment), further research will have to be undertaken to determine the employer's reaction to a loosening market.

At this point, the best we can say is that the employer's stated preferences seem to represent, perhaps irrationally (Chapter IV), his ideal worker. His minimal requirements, on the other hand, tend to represent a realistic functional compromise with the labor market. During fluctuations in the relative availability of a given type of worker, preferences will tend to remain more or less constant, while the requirements will tend to fall below them as the market tightens and (presumably) rise toward them as it loosens (Chapter IV).

Some entry-level jobs, follow smaller up-and-down movements than others. For instance, employers' seem to maintain their relatively high requirements for industrial machine operators, an important entry-port into higher-rated factory jobs, in the face of a tightening labor market (Chapter VII). This apparent insistence on functional over-qualification is best explained by the fact that these qualifications are not set in terms of the entry job, but rather in terms of the jobs to which entry jobholders normally will be promoted. The same phenomenon probably characterizes other important entry-port jobs; but this proposition deserves additional study before being treated as a firm generalization.

Still another aspect of employer behavior emerging from our survey concerns the mechanism by which requirements are reduced when the market tightens. There seems to be a tendency for many employers, once standards have been established, to adhere to them fairly strictly (Chapter IV). Nevertheless, there is a concurrent tendency at work in the clerical jobs, for subtle relaxations of standards to take place as the market tightens (Chapter V). This makes sense, since the employer is primarily motivated to get the work done, not to maintain standards for standards' sake. If the supply of workers again increases, standards are likely to be maintained. But if the supply continues to shrink, there is a distinct possibility that standards will again be reduced.

Finally, before leaving the discussion of the employer's attitude, attention should be given the multi-plant firm, an increasingly important element in the U.S. economy. Our survey indicates that the typical multi-plant firm probably establishes broad policy guidelines in company headquarters, but gives each branch considerable autonomy. Thus, in response to changes in its own labor market, such a plant may act exactly like any other local enterprise (Chapter V). However, some local plants of multi-plant companies seem to pay better wages and have a better local image than many local firms (Chapters V and VII).

The Nature of Entry-Level Qualifications

Not only do employers seem capable of stating what they want and what they insist on, but they also seem to be consistent in applying these standards (Chapter IV). Requirements for entry jobs are usually stated in terms of education, job skills, and other characteristics, usually intangibles or matters of subjective evaluation.

Educational Qualifications were frequently stated in our survey. The required level varied from literacy to some college, with graduation from high school probably the most common (Chapters IV and IX). There were a few jobs, such as porters (Chapter VI) and hospital diet aids (Chapter VIII) in which the only educational needs were functional: the ability to read warning signs, menus, or written instructions. Emphasis on a high school diploma may be either functional or irrational: in many instances which did not require any specific level of knowledge, employers considered the diploma to be an indication of perseverance and strength of character.

In one job, unregistered laboratory technician, educational requirements were fairly high and preferences ranged into college (Chapter IX). This seems to be a functional factor, since interest in and familiarity with science cannot usually be determined by any other means. In other cases the emphasis on education may stem from the requirements of jobs to which the entry jobholder may expect promotion (e.g., typist to secretary, Chapter V), and not to the entry job itself.

If many socially deprived persons are ever to qualify for employment in jobs such as these, their educational level must somehow be raised. This will be further discussed below in the context of vocational education programs.

Skill Qualifications seem to be less important than education or personal characteristics for most of the jobs surveyed (Chapter IV). In many of the jobs, skills apparently can be learned quite quickly on the job. In others, no particular skills are needed, but merely the ability to follow instructions.

There are some very important entry jobs, however (such as key-punch, industrial, or office machine operators or typists), in which specific skills are required. Most employers require that these skills be obtained before employment.

Personal Qualifications were repeatedly emphasized by employers (Chapter IV), and appear to dominate the whole entry scene. The most common single requirement was the records check, apparently undertaken as an indicator of honesty, dependability, and other character traits. A police record does not seem to be an automatic bar to employment, but is studied in terms of length and seriousness.

Also important are health, in terms of food-handlers' permits, insurance and job performance, attitude and appearance. In connection with these, the impressions formed by the personnel interviewer becomes of paramount importance to the applicant's chances. Appearance and grooming during the interview seem to have a disproportionate impact on employability, even where they are not functionally related to the job (Chapter IV).

Among the essentially intangible factors which significantly affect employability are honesty (especially important in sales and office jobs, which provide a great deal of entry opportunity, Chapters IV and V) and dependability (as reflected in terms of absenteeism, school and job records, etc.). Even the completeness and correctness with which the application form is filled out is considered, and a falsification is usually ground for rejection or dismissal.

Some jobs also require unusual special qualifications. For instance, women are sought for food assembly jobs, particularly older women (Chapter VIII). Certain clerical jobs require willingness to work late shifts, which may become the dominant employment factor, overriding many objectionable personality traits or ordinarily unacceptable degrees of overqualification (Chapter V).

The Role of Vocational Education--Many of the qualifications needed by the socially deprived fall outside the traditional vocational education curriculum. These include such things as how to seek work, how to act in the interview, good grooming and health habits, the importance of the police and credit records, and the importance of dependability on the job (Chapter IV - IX). In addition, training will always be needed for such traditional skills as typing and the operation of industrial and clerical machines, all of which provide important points of entry (Chapters V and VIII).

Two job types, porters and food assembly workers, require further study before their vocational education needs can be known. The emergence of contract janitorial services may call for specific training (Chapter VI); and until commercial feeding establishments have been surveyed, our findings of no justification for the vocational training of food assemblers cannot be considered final (Chapter VIII).

Still another educational factor--not strictly *vocational*--relates to the need for unregistered laboratory technicians (Chapter IX). In so far as the socially deprived are concerned, many would have to be *generally* educated to a level equivalent to high school or some college before they could be considered ready for technical vocational education.

Finally, if any attempts are made to change the nature of entry-level jobs in order to open them to even less-qualified workers than are now being used, specific attitudes, understandings and skills will be required of these persons. This seems to point toward a further and currently unspecified role for vocational education.

The Question of Promotion must also be considered. Entry qualifications for certain surveyed jobs seem to be set in terms of the work to which the jobholder may be promoted more than in terms of the job's own requirements. This is especially true of industrial porters (Chapter IV), industrial machine operators (Chapter VII), and some clerical jobs (Chapter V). At this point, we must raise the question of how valid is this approach by the employer and defer it for later analysis. Also relevant is the fact that in certain clerical jobs, educational growth on the job seems to be an important prerequisite for promotion (Chapter V). In any event, if promotion is used to justify specific qualifications for entry, the *reality* of the promotion *opportunity* determines the ultimate validity of the requirement. Our study indicates that several surveyed jobs hold out only a *promise* of promotion, a promise with little likelihood of realization.

Some Factors Affecting the Labor Market

Generally speaking, our survey indicated that a typical employer-response to entry-level labor market stringencies was to reduce job-standards. Thus, if the supply of acceptable workers declined, the threshold of acceptability would be lowered. But this is not the only possible response: In several instances, employers found that raising wages above the area average would increase the supply of workers, even if the labor market was very tight (Chapter V and IX). A tight labor market also can be loosened by increasing the promotional opportunities associated with the job (Chapter IV). Something else which is affected by wage increases or by promotional opportunity is turnover. In many instances, turnover (rather than absolute tightness of the market) seem to be the barrier to full utilization of capacity.

Certain employers (particularly hospitals) seemed to recognize these problems without doing very much about them (Chapter IX). Given the broader problems of health-oriented occupations--e.g., the mounting shortages of doctors, nurses, and technical specialists--the problem of supplying sufficient numbers of nonprofessionals (nurse aids, orderlies, unregistered laboratory technicians) takes on new urgency. We return to this point later. Now, we pose the more general question of how best to "loosen" a tight labor market: by increasing recruiting/training efforts, by lowering requirements, by raising wages, or by increasing opportunities for promotion?

Promotion Opportunities were observed by several employers to change their labor markets from tight to loose: Where porters had the opportunity to advance, the employer was assured of an amply supply of applicants, even though others seemed to be facing a tight market (Chapter IV and VI). A similar situation holds in clerical jobs (Chapter V), and in the markets for industrial machine operators (Chapter VII).

Food assembler jobs were considered to lack pay, prestige and promotion opportunities (Chapter VIII). The relative significance of these shortcomings cannot be determined, but each alone is almost certain to influence the market.

Higher Pay in several cases loosened otherwise tight labor markets. With respect to unregistered laboratory technicians, the supply of entry workers relative to demand would certainly increase if higher wages were paid either to them or to the registered technicians for whom they substitute (Chapter IX). The situation for food assemblers already has been mentioned. Where merit pay-increases are paid food assemblers, the supply was more dependable (Chapter VIII). This seems true also for porters in nonmanufacturing establishments (Chapter IV).

Although information was sought by this survey concerning promotion as a factor in the labor market, the same is not true about pay. In view of the fact that employers were unexpectedly willing to provide wage data--often volunteering it--further research should be undertaken concerning the relationship between pay and labor market tightness/looseness.

Some Other Factors also seem relevant as means of influencing labor market stringency. The prestiage attached to a particular job was found to affect labor market tightness/looseness. In other cases, the image of the firm was important (Chapter V and VII).

It has been suggested that both the labor supplies for entry-level jobs and the employment opportunities open to disadvantaged groups might be increased by redefining jobs, so they can be performed by less-qualified persons, by generally relaxing entry requirements, or by job-analyses to determine the functions that must be performed (Chapters IV, VI, VIII, IX). In almost every surveyed job-category a few employees were found who fell below standards--yet their performance tended to be about average, certainly no worse than that of many who meet or exceed standards.

Significance of the Entry-Level Job

Up to this point, we have tended to take the entry-level job for granted. Now we must pull back and inquire as to the importance of the entry job to the worker, to the employer, and to the community.

Workers find the entry-level job important primarily as a point of entry into a career--especially if they are young. To the young worker, these jobs provide a way-in to the incomes and (hopefully) the satisfactions of employment. More important, if the job is truly an entry job, it will provide skills, experience, and training for other jobs that are better-paid, more secure, and offering even more satisfaction. Unfortunately, this has not always proven to be the case. Several presumably entry jobs led nowhere--e.g., porters in certain nonmanufacturing establishments (Chapter VI), and hospital diet aids (Chapter VIII). On the other hand, some of the surveyed jobs have performed quite effectively--e.g., porters in several manufacturing plants (Chapter VI), industrial machine operators (Chapter VII), and typists and other clerical jobs (Chapter V).

What we had not taken into account, however, is that several of the same jobs which prove so disappointing to young workers are, for the same reason, very important to certain older workers. These jobs may lead nowhere, but they still offer relative security to an older worker with limited capabilities or low motivation. Older women are often desired as food assemblers or nurse aids in hospitals, because of their stability (lack of ambition) and patience (Chapters VIII and IX). Older men, also with little motivation, are sought as porter's for certain nonmanufacturing establishments. Even relatively highly qualified clerical workers with personal problems that make night work desirable take routine and often dead-end jobs as night shift machine or key-punch operator (Chapter V).

There is a certain conflict of interests between worker and employer with respect to these jobs. The typical young worker wants these jobs to pay well, to be highly stimulating and challenging, and to lead quickly into better jobs. The employer, on the other hand, would prefer to pay low wages and have low turnover.

Employers do not, however, think of entry-jobs solely as low paying work for which they seek a stable labor force. In the jobs which meet the approval of the ambitious young person (e.g., industrial porter and machine operator), the employers have a reservoir, or pool, of ambition, relatively well-qualified and capable workers who can be drawn upon to fill higher-rated vacancies. In fact, promotability will be recalled as one of the important characteristics desired (or even required) in many cases (Chapter IV).

Earlier in this chapter, we pointed out that insistence on promotability implied the functional overqualification of workers in many entry-type jobs. If a way could be found to avoid this, these jobs could provide employment to the presently disadvantaged. In many instances, however, this leads into a dilemma: if workers need training and experience in order to qualify for a higher-rated job, how else can they get it except as an overqualified person in the lower-level (entry) job? This seems to call for further study.

More light can be cast on this problem by studying the stability over time of employers requirements for the so-called entry-port jobs (such as industrial machine operators). If these needs are stable and persistent from the employers point of view, it might be possible to design vocational education programs which provided them more abundantly, or which provided a full or partial substitute for the experience in the entry job. Such a development might widen access to better-paying blue-collar work by creating more than one entry-port into the factory.

The Community has still other interests in the entry-jobs market, most of which revolve around the need to assure incomes and psychic satisfactions for the largest numbers of people. These aspects of the job market have been mentioned before, but they must now be brought into focus.

Some minority groups have suffered cultural deprivation which make them virtually useless in many jobs. Certain of the entry jobs covered by this survey (e.g., food assemblers, nurse aids, orderlies, and some porters and maids) can utilize these persons. Attention has already been called to the successful use of older women and the mentally retarded as hospital diet aids and servers (Chapter VIII).

Among the minority groups, Negroes may be culturally deprived, but mentally and physically capable of making greater contributions than they have been permitted to make. Many could move into all kinds of entry-level jobs if the latter were redefined. For this to be done, however, the reference/credit/police records check (Chapter IV) must either be applied in completely nondiscriminatory ways or eliminated altogether. Since this last might expose society unnecessarily to the dangerous or the dishonest, further study should be undertaken of the employers attitude toward and reaction to the several kinds of crimes found on the police record, with the purpose of minimizing deliberately or inadvertently discriminatory use of these checks.

With respect to this same need for widening the access of Negroes to better employment opportunities, further attention should now be given a previously-mentioned finding. It will be recalled (Chapter VII) that both janitorial and machine operative jobs in industry seemed to lead into higher-rated factory jobs. In that connection, it was said that the nature of these two entry jobs made it highly unlikely that the two groups entering thereby would find themselves in competition. The main differences which seem to exist here involves the nature and degree of vocational preparation. Workers who enter the plant via the porter/cleaner job will tend to be relatively unprepared, but intelligent, capable, and possessed of good attitudes and work habits. The workers entering via machine operation will tend to be better educated and more highly skilled, but of no better personality. The fact that these two entry streams run side-by-side provides much wider access to the better blue-collar jobs than either would provide alone. This situation provides an exceptionally good opportunity for the establishment of new or revised vocational training programs.

Finally, the community has a great interest in the whole area of providing health services. It was noted above that shortages of professionally trained and qualified health workers are already apparent. If we can supplement the supply of these scarce persons by drawing upon nonprofessional technical types, two purposes would be served: (a) society's health would be better cared for; and (b) employment opportunities at lower levels of qualification would be expanded. Here too vocational education programs can play a considerable role, especially if further research is undertaken to identify the functions which can be performed by nonprofessionals.

Potential Improvements in Entry-Job Markets

Many of the improvements needed in the labor markets for entry-level jobs already have been discussed or alluded to: How can we alter these markets to better utilize and preserve scarce human resources? Since it has been touched before, the present discussion therefore will be kept as brief as possible. Its focus is primarily on the mechanisms by which these entry-level job markets (and others like them) may be made more effective.

One of the most obvious needs of these markets is for knowledge: knowledge by all parties of the functional requirements of the work; knowledge by entry workers of job requirements and opportunities, of how to seek, obtain and adjust to work; and knowledge by employers of the degrees to which particular characteristics are available in the labor force and the devices by which they can be made more available.

A second obvious need is for a more inventive approach to many of our broad institutional problems: Hospitals and health services need innovations which make more use of non-professional persons either by supplementing professionals with non-professionals--letting the latter do what they can do which the former are now doing, regardless of what happens to particular sacred cows--or by creating "professional equivalents" through the teaming of non-professionals with more sophisticated equipment. Similarly, the rise of the contract janitorial service is an institutional innovation which may create new opportunities for employment and advancement in what often appears to be a largely dead-end type of job.

A third obvious need is for a kind of voluntary redistributions of income by private employers to increase the availability of certain classes of workers. Recognizing the fact that more and more governmental transfer payments--ultimately supported by taxes on the private sectors--will undoubtedly be made in the name of welfare, the private sectors could justify increased pay, rather than lowered standards, as a means of reducing the tightness of particular job markets. This device might even be used to offset the lack of prestige noted as characterizing such jobs as food assembly (Chapter VIII) and sales clerk (Chapter V).

A final obvious need to be mentioned--although it by no means exhausts the list--is the need for more general education of many applicants for the entry-level jobs. To the degree that their education has been terminated short of the preference level for the particular jobs, these workers could benefit from general and vocational education in conjunction with their jobs.

The Specific Prospects of Surveyed Jobs

This is a good point at which to summarize our findings on each surveyed job category. These summaries are couched more in terms of the unique aspects of the categories than of the general survey results.

Sales and Clerical Jobs (Chapter V) differ in very fundamental ways from each other. In hiring sales clerks, employers put very little emphasis on education and a great deal on personality traits. For clerical workers the emphases are reversed. In both kinds of work, however, employers insist on personal honesty. These are both jobs which provide a large volume of entry-level employment. Although the nature of the jobs is likely to change with the passage of time, there is nothing to indicate that their numbers are likely to decline.

Job skills are more important in clerical work than in sales work, but in both they are overshadowed by the needs of entry-level workers to know how to seek and obtain work and how to act on the job. Promotional opportunities probably are greatest among clerical jobs, especially for typists. To a considerable degree, promotion requires meeting preferred levels of qualification well above the entry level. However, if the entry worker does not bring them to the job, opportunities for growth on the job are usually good.

The surveys turned up evidence that a fairly high proportion of sub-standard sales and clerical workers have still performed satisfactorily. We can infer therefore that this work can be done by less-qualified persons. Late-shift clerical machine operations, key-punching, etc. paradoxically seem to provide special opportunities for workers with unusual personal problems.

Janitorial Work (Chapter VI) actually can be treated as two (and perhaps three) discrete job markets. In manufacturing industries porters usually constitute a labor pool into which a large proportion of new workers are hired and from which they move into higher rated factory jobs. This is a job of distinct opportunity comparable in that respect to industrial machine operators (Chapter VII).

In service-type establishments (especially banks and stores) porter jobs tend to be dead-end. Relatively few opportunities for promotion are provided porters.

The emerging field of contract janitorial services may offer growing opportunities for satisfactory careers in professional janitorial work. The needs of this work for particular skills and knowledge have not been studied enough for us to know their vocational educational possibilities.

For the manufacturing industries, porters would need to have the skills and understanding required by non-janitorial blue-collar work. Contract janitorial work would require greater knowledge and skill in janitorial and maintenance work itself.

To the degree that porters must be recruited by the non-manufacturing firms in a very tight market, qualified persons can be attracted into the market by increased wages or by the offer of better opportunities for promotion. The other alternative would be to redefine the job so as to use even less qualified persons.

Industrial Machine Operation (Chapter VII) also provides expectional opportunity for advancement into a wide range of factory work. Employers seldom lower their standards for these jobs because the standards are related to the promotions and not to the entry-level job functions. This type of work still provides opportunities for many traditional kinds of vocational education programs.

Food Assembly Work (Chapter VIII) was not surveyed in connection with commercial feeding establishments. Leaving them aside, however, it seems to be a very limited vocational field in terms of pay, prestige, or promotion.

This work provides some job opportunity to women, especially unambitious older women with few specific skills. The work varies somewhat between hospitals and industrial plants, with the latter considered slightly more desirable. Some hospitals have hired the mentally retarded; and this could provide a socially desirable solution to the whole problem.

Limited survey findings seems to indicate that better pay would reduce turnover in these jobs as well as increase the supply of better qualified workers. There is little indication that vocational training programs in food assembly would be useful except as a stopgap.

Health Workers (nurse aids, orderlies, and unregistered laboratory technicians) are all subject to low pay and generally poor promotional opportunities, primarily because (1) they are subordinated and supplementary to highly professionalized persons; and (2) in order to rise, they must break through the ceiling of professional registration with distinctly higher educational requirements. The hospitals lay great emphasis on personality and character traits, because of the importance of health work generally, but do not provide comparable pay or promotions.

The unregistered laboratory technicians differ from all the other surveyed groups in that the tightness of their labor market is mainly due to the low level of hospital pay to their registered superiors. Thus, the registered technicians have drifted away from the hospitals. It follows then that the tight market for unregistered technicians might be loosened by higher wages for either group.

Another important aspect of these three types of health workers is that, because of their vocational proximity to highly professionalized groups, they may have to be "professionalized"-- in the sense of being carefully screened and trained enough to develop an *esprit de corps*--before their vocational status can improve. This would be easier for the laboratory technicians, who must be educated up to the high school level of the natural sciences in order to qualify for training, than for orderlies and nurse aids.

Conclusions and Recommendations

Several definite inferences, emerging from our survey and analysis, fall into four main categories: (1) methodological improvements to be made in this type of investigation; (2) further high-priority applications of this same methodology; (3) specific other investigations which have been shown desirable; and (4) social innovations likely to enhance the employability of culturally deprived entry-level workers.

Improvements in Research Methodology

It will be recalled that one of the most important reasons for undertaking this study was methodological. We hoped to determine (a) ways of improving this research approach, (b) ways of improving the method, and (c) desirable ways of extending the inquiry at every geographical or job title level.

The research approach which has been employed involved the selection and comparison of extremely tight and loose labor markets in order to isolate differences in employer attitudes. It became apparent early in the investigation that this approach was less effective in labor markets undergoing strong cyclical changes in employment/unemployment rates. Instead, it has proved to be better for the survey to focus on isolating and explaining the employer's own evaluation of the market(s) in which he hires.

Another aspect of the approach involved the selection of a limited and more or less random (but not randomized) group of firms employing each functional job-classification. Thus, with respect to food assemblers, we did not cover commerical feeding enterprises--and this proved to be a serious omission. Also we did not embrace other employers (beside hospitals) of unregistered technicians, which seems in retrospect to be an omission of possible significant detail. Future surveys of this type should specifically include in their design procedures for identifying all kinds of employers of each surveyed job-type, so that a full spectrum can be studied.

One aspect of the approach which proved valuable in the limited use made of it was the inclusion in our sample of more than one branch of several multi-plant firms. This made possible comparisons of behavior where markets differed, but where general employment policies were essentially the same. This approach should be extended in future surveys.

The research method--primarily the use of in-depth interviews with employers and examination of personnel files of workers and applicants--was intended first to seek evidence that employers did not apply their stated standards in a fully consistent way and second to determine why this had happened. Overall, this method has proved itself. Nevertheless there are several possible improvements.

In several instances, the four groups of applicants/employees studied (currently employed, hired and promoted, hired and dismissed during probation, and not hired) were not equally covered in the personnel files. Whenever such was the case, more specific effort should have been made to insure comparable inclusions. The biggest gap probably was in information on the applicants not hired. It would have been more costly to seek out and interview or observe these persons, but this should have been done. Also, where particular information was available on one group of workers to the extent that it proved valuable in analyzing their situation, a specific effort should have been made to obtain the same information about every other sampled person.

Research coverage should be extended to obtain several additional kinds of information on each job type in each area: relationships between wages and job functions; the actual incidence and direction of promotions (instead of the employer's statement that workers can be promoted); the comparative relationships between the qualifications of promoted and non-promoted workers; and the relationships between entry qualifications, supervisor's evaluation, and promotion.

Further Similar Research

This study covered a small number of entry-level jobs in seven labor market areas. Subject to the qualifications implicit in the above methodological suggestions, these jobs seem to have been sufficiently researched. There are a wide variety of other entry-jobs, however, for which the Office of Education might consider establishing vocational training programs. These too should be surveyed in a similar manner.

In addition, it must be remembered that this methodology was originally conceived for the purpose of analyzing jobs well up on the career-ladder. Once its training machinery for entry-workers is established and functioning, the Office of Education might consider the needs for retraining and for promotion at higher skill levels. These jobs also can benefit from the analysis in depth which has been applied to entry-jobs.

Finally, it was noted earlier that most of the job-situations surveyed in this project involved *tightening* labor markets. There may be some areas where the opposite trend might be found. If so, employer's attitude might be studied in a *loosening* market. In any event, even if no currently loosening markets can be found, a later phase of the business cycle will provide the opportunity for such a study.

Other Indicated Research Needs

Throughout this report there have been suggestions for further research or indications of needed information. Disregarding further applications of this same methodology, there are two kinds of research which are needed. One involves filling gaps in our present information; the other involves quantifying or otherwise elaborating on the details of our findings.

With respect to the first kind of research, it was suggested that the contract janitorial service be studied to determine its needs for vocational training, as well as the opportunities it might provide.

A similar suggestion was made for research on employers' attitudes toward the specific elements of the police record. What is the significance to the employer of each type of crime? of various numbers of criminal acts? of the duration of criminal behavior? or of the length of jail sentences?

Considerable evidence was gathered by this survey that employers use a wide range of tests for screening applicants. What are these tests? How seriously are they used? What is their precise role in selecting employees? And, most important of all, do they really measure job-related characteristics? This is probably one of the more pressing questions for further research, since any vocational education program to prepare workers for these jobs will find such tests facing the trained workers.

The second kind of research--to quantify or to state more precisely the survey's qualitative findings--can be extended almost to infinity. Here, we envision randomized statistical studies of employers, of workers by characteristics, of job functions and of requirements. Actually, it would be up to the Office of Education to establish priorities for such research after it has thoroughly analyzed this report and has begun to establish specific training programs.

One of the more pressing topics that probably should be examined in detail involves the validity of promotability as a goal in hiring and as a basis for setting minimum requirements. In addition to the above mentioned fact that actual promotions must have been made to justify any claims of promotion as the basis for job-standards, we have the general fact that the functional requirements for an entry-job may be quite different from those of the next higher job on the career-ladder. To the degree that the standards for initial hiring are functionally related to the entry-job, the effective labor supply will be enhanced and employment opportunities will be broadened.

Another topic for research is the range of devices and supplements which have been or can be used to adapt sub-standard workers to jobs. It may well be that effective answers to many tight labor markets can be achieved by this research. This also ties in with the whole question of promotability versus entry-job functions as a basis for establishing hiring standards.

Some Recommendations for Social Action

Two kinds of social action might be based on generalizations from this survey. The first relates directly to the problem which generated the survey: the need for vocational education programs to increase the employability of: (1) the hardcore unemployed of all ages;

and (2) the young, new entrants into the job market who have less than two years of college. The second kind of social action is much more general, involving any other insights related to the mission of the Office of Education which emerge from this study.

Vocational Education Programs, intended to enhance the employability of participants, are not new in the U.S. In the past, most of them seem to have focussed primarily on job-related skills and knowledge. One of the most important final recommendations from this study is that major emphasis shift from job-related skills/knowledge to general education and personality or attitudes. We have found it to be much more important that entry-level applicants know how to go about seeking a job and how to act on a job than that they possess specific skills. Even in the functional areas--clerical, operative and technical--where skills are most important, the non-skill understandings tend to dominate the young workers' employment needs.

Aspects of job-seeking which should be up-graded embrace (1) the actual search for openings, (2) how to fill out application forms, (3) how to take screening tests, (4) how to dress for and behave during the employment interview, and (5) the personality traits and pre-employment history which employers desire. Although it seems trite to emphasize these simple things, it must be remembered that many members of U.S. sub-cultures find the social values giving rise to these requirements to be strange to the point of alienation. One of the most striking impressions which Battelle's field teams have brought back was the degree to which these middle-class emphases were not reflected in the applicants' record.

It is also important that vocationally-oriented curricula give entry workers the experience of living and working within typical U.S. enterprises. The so-called "ground-rules" of American business are so unfamiliar to so many young or disadvantaged persons that the first job situation becomes a terrifying one. Since they do not realize the emphasis which employers place on job-hopping, absenteeism, etc., these workers usually react in ways which create a poor work-record. In other words, the whole strange process of getting and holding a job makes almost inevitable the ultimate branding of the disadvantaged applicant as unemployable.

It has been pointed out that certain surveyed jobs (e.g., those dead-end porters and food assembler jobs) may not justify specific vocational training. Even so, since these kinds of jobs provide incomes, they cannot and should not be ignored as opportunities for the otherwise unemployed. This is another area where the experience-oriented, in contrast to the skill-oriented training program can make a contribution.

Moreover, even where skills are needed, the provision of skills and experience can best be provided through fuller utilization of the facilities which exist in industry. Cooperative work-training programs, housed in off-shift factory space and employing workers and foreman as instructors, would be far more effective than schoolroom-oriented programs.

Before leaving this subject, we must again emphasize the need for close cooperation between employers and the vocational education program. The former must seriously and objectively restudy the functional requirement of entry-level jobs. And the latter should integrate publicly financed programs of education and training into the business/industrial complex. Only in this way can mutual needs be met.

Some Other Social Innovations which will contribute toward the ultimate mission of the Office of Education involve three types of activity: (1) reducing built-in and often inadvertent discrimination, (2) separating low-skill but essentially dead-end jobs from the true entry-type jobs, and (3) restructuring job functions for socially desirable purposes.

Discriminatory aspects of employers' job standards include, among others, the use of credit/police/reference/employment record checks. Even if most employers do not intend them for this purpose, the almost inevitable result of these checks is to pile up adverse evidence against the applicant based primarily on his membership in a minority group or a subculture which has been discriminated against by others. A great deal of effort--if necessary, at public expense--could be justifiably devoted to finding or developing nondiscriminatory substitutes for these checks which would still protect the employer and the general public.

It will be recalled that certain hospitals have experimented, apparently with success, in hiring mentally retarded persons as diet aids. This suggests the possibility that there are many jobs, usually viewed as entry-level, which should be separated from career-related entry jobs and reserved for particularly disadvantaged groups. These jobs could then be ignored as employment opportunities for young workers with normal motivations and below-average preparation and held for the elderly, the discouraged, and/or the intellectually limited. This would help reduce two common types of frustration: that of the ambitious, but ill-prepared person in a dead-end job; and that of the limited and unambitious person forced to compete with the rest of the labor force in entry-type jobs.

Finally, there is obvious need for further re-examination and restructuring of job-descriptions along socially and technically desirable lines. Many jobs can be further subdivided by employers so as to utilize less-qualified workers. In many others imaginative man-machine innovations can be made to utilize a wide range of qualification levels in the same job in the same plant. And in still others, employers may be able to add to the requirement of a job in order to make the work more satisfying and more inducive to the self-esteems of lower-qualified workers. Our present levels of technology, probably for the first time in our history, seem capable of efficiently and profitably supporting a variety of man-work combinations that are tailored to the solution of social as well as productive problems.

APPENDICES

APPENDIX A

Field Procedures and Forms

Chapters II and III set forth the complete research methodology of this study, especially in its conceptual and analytic aspects. The purpose of this Appendix is to outline the mechanics of the investigation and to present the forms used in the fieldwork.

Selection of Study Areas

The area selection process began with the 150 labor market areas regularly reported on by the U.S. Department of Labor in Area Trends. Working always with the latest such reports the twenty-five areas at each extreme (measured by unemployment rates) were examined in terms of their general socio-economic characteristics and their distances from Washington, D. C., and Columbus, Ohio. Final selection was made of three areas from each extreme, plus Cleveland, Ohio, an area with a more "average" labor market situation. All were within 600 miles of the two base cities.

Selection of Occupational Groups

The five broad classes of workers (janitorial, clerical, machine operation, food handling, and health service) were chosen in conference with Messrs. Bernard Yabroff and Marc Matland of the Office of Education, under whose auspices this study was carried out. The plan was to cover each of the broad areas of activity which were neither agricultural nor predominantly apprenticeable trades. Final selection was in terms of: entry or near-entry level of work; high probability of being found in each of the seven study areas; subject to a high or expanding demand; and amenability to vocational training programs of the type conducted by the Office of Education.

In order to minimize the burden on respondent firms, an effort was made to restrict to three the number of specific occupations surveyed in any single establishment. Generally, this was done.

Design, Pretesting, and Revision of Questions

Two survey forms (Exhibits A and B, below) were designed for the use of the field survey teams: Survey Form 1 was more general, and was intended to determine hiring and promotion policy; in Survey Form 2 was entered data from the personnel records of individual employees or rejected job applicants.

These survey forms were pretested for entry-level typists and janitors in cooperation with the Battelle-Columbus Personnel Department. The major impact of the pretest was on procedure. It was originally planned to complete Survey Form 2 by direct reference to the personnel folders of employees and rejected applicants. The Battelle Personnel Department was reluctant to open these files to the field team and suggested that the company person actually hiring that type of workers go through the folders with us. This alternative procedure was adopted for field use. In the field, only one firm refused either alternative. Instead, a member of its Personnel Department completed the Forms 2 for us.

Selection of Participating Employers

An attempt was made to enlist at least two multi-plant firms in each survey area and then to fill out the group of employers by selecting three or four local firms. Multi-plant firms were chosen on the basis of these criteria: they were well represented within the labor market areas under consideration; they had expressed willingness to cooperate in the study; they contained two or more of the jobs selected for survey.

Letters (Exhibit C, below) were sent to the corporate headquarters of several multi-plant firms, describing Battelle Memorial Institute and the proposed study, and requesting the firms' participation. At the same time the Chamber of Commerce in the selected labor market areas were contacted to obtain the names and addresses of the larger local hospitals, department stores, banks or insurance companies, and manufacturing establishments. Local establishments were selected from the Chamber of Commerce lists, and letters similar to those sent the multi-plant firms (Exhibit D) were sent them. Definite appointment schedules were arranged by mail and phone.

The Initial Contact Interview

A two-man Battelle research team met with each Personnel Manager of establishments that had agreed to consider participation in the study. During this meeting the firm indicated its willingness to participate and the study team determined whether the company presented a situation which fit the general study plans. In some instances, the company's decision to participate had to come from a level higher than the Personnel Department, so a subsequent meeting was scheduled to discuss the details of participation. When a company agreed to participate, the study was described in detail. If the employer insisted upon knowing the sponsor, he was told. All cooperating firms were assured that strict confidentiality would be maintained with respect to company and employee identity. A description of the study and the types of information needed (Exhibit E) was given to each firm.

Details of Data Collection

Information relating to Form 1 on company policy with respect to hiring requirements and preferences for each of the job categories was obtained from personnel department heads and line supervisors where such supervisors had the authority to hire. Where the line supervisor had the final authority to hire it was necessary to speak to both personnel department staff and the supervisor to determine their minimum requirements and preferences as well as their evaluation of specific employees where the establishment did not have a formalized evaluation procedure, with written performance evaluation forms in the personnel folder. Sometimes a simple evaluation form (Exhibit F) was left to be filled out and returned to the field group.

To assess the characteristics of persons in the job category we examined a maximum of eight personnel folders for each of the following sub-groupings:

(a) Persons who currently hold the job, who have been hired since January, 1965.

(b) Persons hired into this job since January, 1965, who were subsequently released.

(c) Persons hired into and promoted from this job since January, 1965.

(d) Persons who applied for this job, but were not hired for reasons other than lack of a job opening, since January, 1965.

Many firms did not have records available concerning persons who had been hired but subsequently released during this time period. In some firms we found relatively few persons in the hired/promoted category within the time constraints of this survey. And lastly, among applicants who applied but were not hired for this position many firms only maintain records going back to a six month period. Information obtained for Form 2 relating to individual employees was almost always obtained from personnel records through working with the Personnel Department of the surveyed establishment. Information obtainable from personnel records varied in degree of depth from very good to very poor.

At the completion of the data collection, letters of appreciation were sent to cooperating employers, many of whom expressed an interest in receiving the results of the study upon its completion.

Tabulation

As part of the preliminary analysis, each case was reviewed, coded and tabulated as soon as it was received from the field. The code sheets (accompanied by a separate set of definitions and descriptions in Exhibit G, below) allowed tabulation in terms of both qualitative and quantitative data. The actual tabulation results are shown in Appendix B. These tabulations did not prove as useful in the final analyses as had been expected, but they are included because they provide the most compact possible substitute for the original survey forms.

EXHIBIT A

SURVEY FORM 1

	Question	Instruction
1.	Name of firm/organization.	Enter name of parent firm (type if name has to be kept confidential).
2. a.	Name of plant or division, address of plant or division.	a. Enter name of local facility and address (type and city code if need to keep confidential) Example: Allied Chemical, Hopewell Division--Hopewell, Virginia.
b.	What is the administrative relationship in personnel practices between this establishment and the parent company? (Do not ask of purely local establishments.)	b. Try to determine at what level hiring practices are actually set. Are there general instructions from the central plant? Ties in with questions No. 5 and No. 8, and with Survey Form No. 2.
3.	Production activity and products; or service provided at this establishment.	This question is designed to determine what major activity is carried on at the plant, store, or facility. Examples of activity categories are: fabrication of parts; retail sales; warehousing; assembly (auto); manufacturing tubes for television sets using components manufactured elsewhere.
4.	Number of people employed at this establishment at present time________. Range over last year. __________ Minimum __________ Maximum Comments, if any.	Try to determine if there is a seasonal fluctuation in employment and if so, at what point in the seasonal pattern it is.

5. Specify jobs which would fall under any of the following definitions and which might be filled by a person with little or no experience.

Job Definition	Job Titles Used by Employer	Interviewer (Name & Position) (i.e., who hires)	Evaluator (Name & Position) (i.e., who promotes
A. Typists Occupations concerned with recording data by means of a typewriter	A1) A2) A3)		
B. File Clerks Occupations concerned with classifying, sorting, and filing correspondence, records and other data.	B1) B2) B3)		
C. Porters and Cleaners Occupations concerned with cleaning buildings, furniture, and equipment. Includes sweeping, dusting, mopping, polishing floors and walls, and disposing of trash. Examples would be cleaning women, janitors (but not those who do repair or maintenance work) and cleaners of lab. equip.	C1) C2) C3)		
D. Machine Operators, Assorted Materials Occupations concerned with routine tasks in feeding or operating machines for cutting, punching, shaping, packing, filling, or similar operations on assorted kinds of materials.	D1) D2) D3)		

Interviewer Evaluator

E. Food Assemblers
E1)
E2)
E3)

Occupations concerned with preparing meal trays, in commissary kitchens, large restaurants or cafeterias, including trayline workers in hospitals.

F. Sales Clerks
F1)
F2)
F3)

Occupations concerned with selling, usually in a retail store, any of a large variety of inexpensive merchandise, usually without specializing in any single commodity or group of commodities, and not requiring much more knowledge of merchandise than price, sales procedures, and basic differences between products.

G. Attendants, Health Services
G1)
G2)
G3)

Occupations concerned with attending to the physical comfort, safety, and appearance of patients; performing routine menial tasks; and assisting in conducting occupational and recreational therapy. Examples would be ambulance and emergency-entrance attendants, guides and nurses aides.

H. Medical-laboratory Assistant; Medical Technician
H1)
H2)
H3)

Occupations concerned with performing routine tasks in medical laboratories for use in the treatment and diagnosis of disease. Involves such duties as preparing tissue samples, taking blood samples, preparing blood samples, preparing vaccines, executing such lab. tests as urinalysis and blood counts.

Questions from here on will be answered in terms of the job category title supplied by the employer, for as many of his titles as are chosen for investigation.

6.	Job title and description.	Use employer's job title and description.
7.	Number of workers in this job at present time___________. Is there any seasonal variation in the number of workers in this job; if so, please describe.	An idea of the importance of this job in the plant and whether seasonality comes in. Describe the variation and if it comes about as a result of natural causes.

8. Worker skills/training/experience and other attributes or personal qualifications needed to fill the position.

Record the written or stated requirements that the employer feels workers should have to perform well in the job category. Elicit, if possible, some indication of employer's general attitude or policy (e.g., handicapped workers, military classification, overqualified applicants, marital/family status). Elicit if possible some indication of employer's flexibility in response to changing external conditions.

a. Minimum:

b. Desirable qualifications above the minimum:

c. In the recent past have you changed the minimum qualifications for this job category in any way? How? When? i.e., in the past year?

9.	What are your recruitment procedures (e.g., newspaper ads, application forms, testing interviewing and reviewing, special inducements)?	
10.	Do you conduct training programs to assist employees in qualifying for this job category? If so, describe.	Attempt to determine if they hire workers below official minimum standards and upgrade them.

11. a. How many workers have you sought for this job category in the last year? ________________	Try to determine if the job is substandard or undesirable in any way.
b. How long does it take to fill a position (e.g., average, longest, shortest)?	
c. If this job is difficult (easy) to fill, why do you think this occurs? What is your opinion of the general labor market situation for your establishment in this job category?	
12. How is performance measured in this job?	12, 13, 14, 15. Is job "dead end"?

13. Are there opportunities for promotion from this job category to other job categories? If so, of what kind?

14. Describe any procedures that exist for promoting people from this job category to other job categories.

15. Are there any plant training programs provided or plant practices taught to workers who are in this job category to enable them to increase their skills within or be promoted from this job? If so, describe.

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"Notes"

EXHIBIT B

SURVEY FORM 2

(Employee Information)

Name Establishment________________

Location________________

Job Category________________

____ A. Holds now.

____ B. Held previously and promoted.

____ C. Applied but not hired.

____ D. Released before the end of probationary period.

General Information

Question	Instruction
1. Identifying No. ____________	
2. Age ____________	
3. Sex ____________	
4. Marital Status ____________	
5. Number of Children ____________ Ages ____________	
6. Other Dependents? ____________ Number ____________	
7. Citizenship ____________	
8. Draft Status and Military Service (including present reserve or National Guard status)	
9. General Health (i.e., good, fair, poor): Handicaps or special physical problems:	
10. Organizational Activity or Outside Interests (Note any Offices held)	
11. For what job or type of work did employee apply? ____________ Date of application ____________ What brought applicant to firm/organization (e.g., ad, agency, sign, friend)? ____________	Check against question 12, i.e., job he actually got. Original hiring should be within last 2 years.
12. Job for which he was hired ____________ Date started work ____________ If not same job as 11, why?	
13. Worker skills/training/experience/and other attributes or personal qualifications needed to fill the position. a. Minimum: b. Desirable qualifications above the minimum: c. In the recent past have you changed the minimum qualifications for this job category in any way? How? When? 117	Record the written or stated requirements that the employer feels workers should have to perform well in the job category. Elicit, if possible, some indication of employer's general attitude or policy (e.g., handicapped workers, military classification, overqualified applicants, marital/family status). Elicit if possible some indication of employer's flexibility in response to changing external conditions.

14. Did employee meet your minimum requirements for this job category at the time of hiring? If not, in what way? If not, how were his skills upgraded?	If employee was not hired, give reasons here.

15. Summary of any comments provided by references.

16. Summary of any comments made by interviewer and/or reviewee.

Upon hiring and upon promotion for Group B. In the case of Group B designate whether comments were made by original interviewer at original hiring or by supervisor on promotion.

17. Job which he now holds

Has he been promoted from the entry occupation? Omit for Groups A and C.

Education and Training

18. Fill in details for primary or junior high only if they were the last schools attended.

Schools attended or training programs undertaken	Type of course or training	Length of course	Certificate or diploma	Comments (e.g., sponsor)
Primary				
Junior High				
Senior High				
Other (specify):				

Experience

19. Complete for last 5 years, starting with present job, and noting any intervening periods of schooling, military service, unemployment, or lack of information.

Name of prior establishment can be foregone, but type of establishment is desirable. Can leave out salary.

Establishment	Dates of Empl. From	Dates of Empl. To	Job Title & Description	Salary Start	Salary End	Comments (e.g., reason for leaving)

20. Special employment information.

Include here information of special significance prior to and/or in addition to that covered above; for example, re-entry into labor market, more advanced earlier position.

21. Does the employee have a second job?
Yes______________ No_______________
No information If yes, describe

Evaluation of Worker's Performance

(Answer in terms of the job category we are investigating.)
To be asked of supervisor or person concerned with promotion if information is not in records.

22. How is job performance evaluated in the employee's job?	Standards and frequency of evaluation, position of evaluator. Name of supervisor if they have to be contacted for this information. Asked if evaluator differs from that of question No. 12, Survey Form No. 1, and if standards differ in same job category from department to department.

23. What is this employee's evaluation based on the standard(s) above?	Answer based on Question No. 22 above, if different evaluators are involved within a job category. Otherwise based on Question No. 12, Survey Form 1.
24. Is there any indication that the employee in his work presents any problems?	e.g., absences, personality, lack of attentiveness to work?
25. Is there anything special about the specific environment in which this person works as compared to other persons in the same job category elsewhere in this establishment?	e.g., functions, supervision, physical surroundings, noise, hours, anything that might make this work undesirable and therefore difficult to fill openings.

8

"Notes"

EXHIBIT C

Dear Sir:

The Socio-Economics group at the Columbus Laboratories of Battelle Memorial Institute is presently engaged in a study of employers' requirements for entry into specific jobs under varying degrees of labor market stringency. The findings of this study will be used to guide the designing and carrying out of vocational training programs.

The procedure that has been developed involves a series of case-study comparisons between the same functional job situation in different firms and under different labor market conditions. To complete these case studies, we are asking for the cooperation of your company, as one of several companies with plants located in our sample areas. Our specific interest would be in the following two plant locations:

Indianapolis, Indiana
Jersey City, New Jersey

We are sure you will find the results of this study, as applied to your company, of considerable interest. The findings of the study also should be widely applicable to the understanding of any vocational training programs in which you are interested or involved.

We look forward to hearing from you and hope that you will join with us in this effort. However, if you have any further questions you would like to raise, please do not hesitate to do so.

Sincerely yours,

EXHIBIT D

Dear Mr. :

The Socio-Economics group at the Columbus Laboratories of Battelle Memorial Institute is presently engaged in a study of employers' requirements for hiring at the entry level. The findings of this study will be used to guide the design and execution of vocational training programs.

The procedure that has been developed involves a series of case-study comparisons between the same functional job situation in different establishments. To complete these case studies in the Charleston area, which is one of our sample labor market areas, we are asking the cooperation of your company as one of several establishments in your area.

We are sure that you will find the results of this study, as applied to your company, of considerable interest. The findings of the study should be widely applicable to the understandings of any vocational training programs in which you are interested or involved.

We would like to meet with you to discuss this project in greater detail, to explain the value of participation to your company, and to determine the possibility of your participation. We will call you next week to determine if such a meeting is convenient.

We look forward to talking with you and hope you will join with us in this effort.

Sincerely yours,

Enc. (1) Battelle-Columbus

Battelle Memorial Institute · COLUMBUS LABORATORIES

505 KING AVENUE COLUMBUS, OHIO 43201 · AREA CODE 614, TELEPHONE 299-3151 · CABLE ADDRESS: BATMIN

EXHIBIT E

The study in which we are engaged will be used to help guide educators in planning and carrying out vocational training programs to meet local needs. The study is designed to compare employers' attitudes toward, and utilization of, specific types of labor under varying degrees of labor market stringencies. In order to accumulate the information needed for our analysis, we are attempting to determine the labor-using practices with respect to particular types of workers in your company and in other companies in your area, as well as in seven other areas with differing labor market conditions. The case study approach will be used in our research.

Of particular interest to an employer will be the feed-back to him of information collected during interviews in his company. This material could then be compared to the results of interviews with similar companies, and could indicate ways in which an employer might improve his company's hiring practices. The findings of this study should also be widely applicable to the understanding of vocational education and training requirements. Specific applications of the findings of this study could include: (1) the suggestion of particular employment attitudes and practices which could alleviate short-run shortages of specified kinds of labor, (2) the development of particular machinery or production procedures to lessen employer dependence on scarce and hard-to-train workers, (3) the identification and establishment of management practices which promise to increase the productivity of many categories of workers, and (4) the possible creation of a program designed to stimulate the employment of persons of adequate skill but limited education and training.

The procedure of interviewing that we have developed for this particular study will be greatly enhanced by your understanding of the kinds of information we are seeking.

(1) Basic information about your company, such as name or type of company, address, production activity or services provided, number of people employed at time of interview, and range of employment over past year.

(2) Information on entry-level occupations in your company that correspond to the job titles and descriptions that are listed separately on the attached sheet. For each of the job categories that you employ, the following information is needed: description of job, number of workers in job category, worker skills/training/experience and other qualifications needed to fill the position, recruitment procedures, description of any training programs used to qualify employees for the job, number of workers sought for job in last year, length of time needed to fill position, how performance is measured, opportunity for promotion, and other more general information related to the above items.

Your participation in this study will possibly require some time from other members of your staff, in that it will be necessary for us to interview the person or persons directly responsible for hiring workers for each of the selected job categories. In some cases, it may be necessary for someone, either a member of your staff or one of our representatives, to interview the supervisors of each worker included in the case study.

All procedures for carrying out the study in your company will be established within the framework of your personnel practices, with every effort being made to minimize the disruption of your activities.

We look forward to working with you and hope that the results of the time spent in your company will be as beneficial to both parties as we anticipate.

Job Definitions

A. Typists - Occupations concerned with recording data by means of a typewriter.

B. File Clerks - Occupations concerned with classifying, sorting, and filing correspondence, records and other data.

C. Porters and Cleaners - Occupations concerned with cleaning buildings, furniture, and equipment. Includes sweeping, dusting, mopping, polishing floors and walls, and disposing of trash. Examples would be cleaning women, janitors (but not those who do repair or maintenance work) and cleaners of laboratory equipment.

D. Machine Operators Assorted Materials - Occupations concerned with routine tasks in feeding or operating machines for cutting, punching, shaping, packing, filling, or similar operations on assorted kinds of materials.

E. Food Assemblers - Occupations concerned with preparing meal trays, in commissary kitchens, large restaurants or cafeterias, including trayline workers in hospitals.

F. Sales Clerk - Occupations concerned with selling, usually in a retail store, any of a large variety of inexpensive merchandise, usually without specializing in a single commodity or group of commodities, and not requiring much more knowledge of merchandise than price, sales procedures, and basic differences between products.

G. Attendants, Health Services - Occupations concerned with attending to the physical comfort, safety, and appearance of patients; performing routine menial tasks; and assisting in conducting occupational and recreational therapy. Examples would be ambulance and emergency-entrance attendants, guides and nurses aids.

H. Medical-Laboratory Assistant; Medical Technician - Occupations concerned with performing routine tasks in medical laboratories for use in the treatment and diagnosis of disease. Involves such duties as preparing tissue samples, taking blood samples, preparing vaccines, executing such laboratory tests as urinalysis and blood counts.

EXHIBIT F

FIRM NAME____________________________

CITY________________________________

EMPLOYEE PERFORMANCE RATING
(By Supervisor)

From your experience with other individuals in this establishment performing the same job functions as ________________________________, please give your judgment as to the quality of $\genfrac{}{}{0pt}{}{\text{his}}{\text{her}}$ total job performance while under your supervision.

☐ Above Average

☐ Average

☐ Below Average

EXHIBIT G

EMPLOYER-OCCUPATION CARD

Form #	Quest. #	Card #	Col. #	Code	Description Item	 Code
1	-	1	1	1	Area	Columbus
				2		Cleveland
				3		Richmond
				4		Indianapolis
				5		Scranton
				6		Charleston
				7		Jersey City
1	1	1	2	1 Digit	Company	(See Co. Code Sheet)
				A		Keypunch
1	-	1	3	1	Occupation	Typist
				2		File Clerk
				3		Porter
				4		Mach. Op.-Ind.
				5		Mach. Op.-Cler.
				6		Food Assemb.
				7		Sales Clerk
				8		Nurse Aid
				9		Lab. Tech.
				0		Orderly
1	3	1	4-6	3 Digits	Industry	SIC
1	4	1	7-8	2 Digits	Employed	Number in Co.
1	7	1	9-11	3 Digits	Workers in Job	#
1	11	1	12	T-L-A	Labor Market	Tight, Loose, or Average

EMPLOYER-OCCUPATION CARD (Continued)

Form #	Quest. #	Card #	Col. #	Code	Description	
					Item	Code
1 & 2	8, 13	1	13-14	2 Digits	Education Require.	# of years # reading & writing-01 only
1 & 2	8, 13	1	15	Y	Vocational Training	Yes
1 & 2	8, 13	1	16	Y	Test - no score	Yes
1 & 2	8, 13	1	17-19	3 Digits	Test 1	Required Score
1 & 2	8, 13	1	20-22	3 Digits	Test 2	Required Score
1 & 2	8, 13	1	23	M F	Sex	Male Female
1 & 2	8, 13	1	24	Y	Physical Exam	Yes
1 & 2	8, 13	1	25	Y	Security Clear.	Yes
1 & 2	8, 13	1	26	G	References	General Job
1 & 2	8, 13	1	27	Y	Credit Check	Yes
1 & 2	8, 13	1	28	Y	Prev. Experience	Yes
1 & 2	8, 13	1	29	Y	Specific Subjects	Yes

EMPLOYER-OCCUPATION CARD (Continued)

Form #	Quest. #	Card #	Col. #	Code	Description Item	 Code
1 & 2	8, 13	1	30	Y	Any Shift	Yes
1 & 2	8, 13	1	31	Y	Character	Yes
1 & 2	8, 13	1	32	Y	Personality	Yes
1 & 2	8, 13	1	33	Y	Appearance	Yes
1 & 2	8, 13	1	34	Y	Attitude	Yes
1 & 2	8, 13	1	35	Y	Growth Poten.	Yes
1 & 2	8, 13	1	36	Y	Stay on Job	Yes
1 & 2	8, 13	1	37	M S	Marital Status	Married Single
1 & 2	8, 13	1	38	Y	1-A	Yes
1 & 2	8, 13	1	39	Y	Transportation	Yes
1 & 2	8, 13	1	40	Y	Police Record	Yes
1 & 2	8, 13	1	41	Y	Family Plans	Yes
1 & 2	8, 13	1	42	Y	Application	Yes
1 & 2	8, 13	1	43-44	2 Digits	Min. Age	#

EMPLOYER-OCCUPATION CARD (Continued)

Form #	Quest. #	Card #	Col. #	Code	Description	
					Item	Code
1 & 2	8, 13	1	45-46	2 Digits	Max. Age	#
1 & 2	8, 13	1	47-48	2 Digits	Education Preference	#
1 & 2	8, 13	1	49	Y	Prefer Voc. Train.	Yes
1 & 2	8, 13	1	50	Y	Prefer Test-No Score	Yes
1 & 2	8, 13	1	51-53	3 Digits	Test 1	Preferred
1 & 2	8, 13	1	54-56	3 Digits	Test 2	Preferred
1 & 2	8, 13	1	57	Y	Prefer Stay on Job	Yes
1 & 2	8, 13	1	58	Y	Prefer Plans	Yes
1 & 2	8, 13	1	59	M F	Sex Preference	Male Female
1 & 2	8, 13	1	60	G J	Prefer. Ref.	General Job
1 & 2	8, 13	1	61	Y	Prefer Previous Experience	Yes

EMPLOYER-OCCUPATION CARD (Continued)

Form #	Quest. #	Card #	Col. #	Code	Description	
					Item	Code
1 & 2	8, 13	1	62	Y	Specific Subjects	Yes
1 & 2	8, 13	1	63	Y	Any Shift	Yes
1 & 2	8, 13	1	64	Y	Prefer. Char.	Yes
1 & 2	8, 13	1	65	Y	Prefer. Person.	Yes
1 & 2	8, 13	1	66	Y	Prefer. Appear.	Yes
1 & 2	8, 13	1	67	Y	Prefer Attitude	Yes
1 & 2	8, 13	1	68	Y	Prefer Growth Potential	Yes
1 & 2	8, 13	1	69	M S	Marital Preference	Married Single
1 & 2	8, 13	1	70	Y	1-A Prefer Not	Yes
1 & 2	8, 13	1	71-72	2 Digits	Pref. Min. Age	#
1 & 2	8, 13	1	73-74	2 Digits	Pref. Max. Age	#
-	-	1	75	1	Card Number	
-	-	1	76-77	2 Digits	Ind. in Occupation	#
-	-	2	4-7	Individual #		See Code Sheet Individ.

EMPLOYER-OCCUPATION CARD (Continued)

Form #	Quest. #	Card #	Col. #	Code	Description	
					Item	Code
2	18	2	8-9	2 Digits	Educational Attainment	#
2	18	2	10	Y N	Vocational Training	Yes No
2	14	2	11	P F	Test-no score	Passed Failed
2	14	2	12-14	3 Digits	Test 1	Score
2	14	2	15-17	3 Digits	Test 2	Score
2	3	2	18	M F	Sex	Male Female
2	14	2	19	Y N	Physical Exam	Yes No
2	14	2	20	Y N	Security Clearance	Yes No
2	15	2	21	G J N	References	General Job No
2	15	2	22	Y N	Good Credit	Yes No

EMPLOYER-OCCUPATION CARD (Continued)

Form #	Quest. #	Card #	Col. #	Code	Description	
					Item	Code
2	19	2	23	Y N	Previous Experience	Yes (Job related only) No (Not job related) (-) None at all
2	18	2	24	Y	Specific	Yes
2	12,13,14, 16	2	25	Y N	Accept Any Shift	Yes No
2	14-16	2	26	Y	Good Character	Yes
2	14-16	2	27	Y N	Good Personality	Yes No
2	14-16	2	28	Y N	Good Appearance	Yes No
2	14-16	2	29	Y N	Good Attitude	Yes No
2	14-16	2	30	Y N	Growth Potential	Yes No
2	14-16	2	31	Y N	Plan to Stay on Job	Yes No
2	4	2	32	M S	Marital Status	M-Married, S-Single D-Divorced, W-Widow O-Separated

EMPLOYER-OCCUPATION CARD (Continued)

Form #	Quest. #	Card #	Col. #	Code	Description	
					Item	Code
2	8	2	33	Y N	1-A	Yes No
2	14-16	2	34	Y N	Transport. Plans	Yes No
2	14-16	2	35	Y N	Police Record	Yes No
2	14-16	2	36	Y N	Family Plans (Baby sitting, etc.)	Yes No
2	14-16	2	37	Y N	Application	Yes No
2	2	2	38-39	2 Digits	Age	#
2	5	2	40-41	2 Digits	Children	#
2	23	2	42	1 2 3	Performance	Above Aver. Average Below Aver.
-	-	2	43	2	Card #	
			44	1 2 3 4	Category	Holds Now Promoted Not Hired Released

Explanation of Terms Used in Coding Sheets
Employer-Occupation Card (from Survey Form 1)

Card Col. #	Description
1	The code number of the labor market area.
2	The code number of the company in the labor market area. For example, the Columbus, Ohio, department store would be "1" for Columbus and "4" for the particular firm. A list of these is not included because to do so would reveal the names of the participating firms.
3	The code number of the occupation.
4-6	Standard Industrial Code (3 digits) for the particular company.
7-8	The number of employees at this plant at the time of the survey.
9-11	The number of workers in the job in the company.
12	The company's evaluation of the labor market's tightness or looseness for the occupation concerned in that area.
13-14	Lowest educational level acceptable to the company for the occupation.
15	Is Vocational Training a hiring requirement for this job?
16	Are tests given for which no particular score has been established?
17-19 & 20-22	Required minimum test scores.
23	Is one sex or the other required for the job?
24	Must the applicant pass a physical examination? (This includes also whether the job requires certain physical characteristics such as right handedness.)
25	Must the applicant have, or be capable of getting, a security clearance?
26	Are references required and checked? Need they be "job references" from a previous employer or can they be general references? Where both were required, "general" was coded.

Card Col. #	Description
27	Must applicant pass a credit check?
28	Is previous experience required?
29	Are specific subjects taken in school required of applicants?
30	Is it a requirement that the applicant be willing to work any shift?
31	Must applicant be of good character as defined by the employer?
32	Are specific personality traits required by the employer for this job?
33	Does the employer have any requirements concerning the applicant's personal appearance or dress?
34	Does the employer require a "good" attitude (as he defines attitude) on the part of the applicant?
35	Does the employer require and look for growth potential when hiring?
36	Is the employer concerned about how long an applicant would stay once hired?
37	Does the employer require that the employee have a particular marital status and if so which is required?
38	Will the employer hire an applicant who is 1-A in the draft?
39	Does the employer require that the applicant have transportation to the plant?
40	Does the employer require that the applicant have a "clean" police record as he defines it?
41	Does the employer require that women with children have a reliable babysitting arrangement?
42	Does the correctness, completeness, spelling, etc. on the application form play a significant role in the hiring decision?
43-44	Does the employer have a minimum age below which he will not hire?

Card Col. #	Description
45-46	Does the employer have a maximum age above which he will not hire?
47-74	Covers the same factors as above as company preferences above any minimum standards set forth.
75	An identifying number for the card.
76-77	The number of individual records examined at this firm in this occupation.

Individual Card (from Survey Form 2)

4-7	Individual code number.
8-39	The particular individual's qualifications on the same points covered on the employer-occupation card were coded on the basis of this code sheet. The computer then matched the individual records against the company requirements and preferences.
40-41	The number of children the applicant or employee had was entered in the card.
42	This employee's supervisor's evaluation of the employee's performance on this job was summarized here.
43	Identifying card number.
44	Identifying category. Was this individual one who (1) holds the job now, (2) had held it but been promoted from it, (3) was interviewed but not hired because he was not qualified, or (4) had been hired but was released because his performance did not meet company standards?

APPENDIX B

Case Tabulations

The coding instructions, definitions, and the like, which govern these case tabulations are shown in Exhibit G, above. The survey forms, from which the data were transferred and to which the coding refers, are shown in Exhibits A and B. Cases are identified in a manner directly comparable with the case descriptions of Appendix D, below.

In these tabulations, the stubs list and briefly describe the factors given by the company's employment interviewers as: minimum hiring requirements; preferred levels of attainment; and "other" items (either mentioned other factors taken into consideration, or specifically noted on individual personnel records). These "other" items generally involve factors which other firms require or prefer; and they also contain a summary of the latest available supervisor's job performance report on each employee.

These data are tabulated separately by four hiring groups: Holds Now, employees holding these positions at the time the company was surveyed; Promoted, employees recently promoted from these postions; Hired-Released, employees hired but released (during probation) because of inability to do the required work or for any other reason than a general layoff; and Not Hired, applicants interviewed for openings but rejected by the company for failure to meet company standards.

Three sets of data are shown for each hiring group. The column headed Sample contains the total number of individuals in the particular hiring group for whom information was available concerning the factor in question. The column headed Met contains the number of those individuals meeting the stated minimum requirement or preference. The column headed Mode is intended to indicate the relationship of the group to the minimum standard or preference in question. For three factors, an extreme, rather than a typical value is shown. As such, its meaning will vary from one factor to another These three are:

Minimum Age--the age of the youngest member of the group.

Maximum Age--the age of the oldest member of the group.

Test Scores--the highest score recorded for any member of the group on the test in question.

CITY	COMPANY	OCCUPATION	# EMPLOYED IN CO.	# EMPLOYED IN OCC.	STRINGENCY OF OCC.	TOTAL SAMPLE
COLUMBUS	1	TYPIST	0900	210	TIGHT	12

ITEMS	DESCRIPTION	TOTAL			HOLDS NOW			PROMOTED			HIRED-RELEASED			NOT HIRED		
		SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE
REQUIREMENTS																
TEST 1	015	7	4	39	4	4	39							3		14
REFERENCES	GENERAL															
TEST NO SCORE	YES	9	7	YES	6	6	YES							3	1	NO
PHYSICAL EXAM	YES	7	7	YES	7	7	YES									
PERSONALITY	YES	3	2	YES	2	1	MULTI							1	1	YES
APPEARANCE	YES	3		NO										3		NO
TRANSPORTATION	YES															
FAMILY PLANS	YES															
PREFERENCES																
EDUCATION	H.S.&ABOVE	12	10	H.S.&UP	7	6	H.S.&UP							5	4	H.S.&UP
TEST-1	022	7		39	4		39							3		14
SEX		12	11	FEMALE	7	6	FEMALE							5	5	FEMALE
EXPERIENCED	YES	10	6	YES	6	5	YES							4	1	NO
GROWTH POTENT	YES															
OTHER																
MINIMUM AGE		12		18	7		18							5		20
MAXIMUM AGE		12		41	7		41							5		32
MARITAL-STATUS		12		MARRIED	7		MARRIED							5		MARRIED
VOCATIONAL TRN		12		NO	7		NO							5		NO
CREDIT CHECK		1		NO	1		NO									
ATTITUDE		2		YES	2		YES									
POLICE RECORD		2		MULTI	2		MULTI									
APPLICATION		1		YES	1		YES									
PERFORMANCE		7		ABV-AVG	7		ABV-AVG									

COMMENTS

CITY	COMPANY	OCCUPATION	# EMPLOYED IN CO.	# EMPLOYED IN OCC.	STRINGENCY OF OCC.	TOTAL SAMPLE
COLUMBUS	1	PORTER	0900	22	LOOSE	7

ITEMS	DESCRIPTION	TOTAL			HOLDS NOW			PROMOTED			HIRED-RELEASED			NOT HIRED		
		SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE
REQUIREMENTS																
REFERENCES	GENERAL															
PHYSICAL EXAM	YES	7	7	YES	7	7	YES									
CREDIT CHECK	YES	5		NO	5		NO									
CHARACTER	YES	2	2	YES	2	2	YES									
PLAN TO STAY	YES															
POLICE RECORD	NO	2	1	MULTI	2	1	MULTI									
PREFERENCES																
EDUCATION	H.S.&ABOVE	7	6	H.S.&UP	7	6	H.S.&UP									
EXPERIENCED	YES	6	6	YES	6	6	YES									
OTHER																
MINIMUM AGE		7		21	7		21									
MAXIMUM AGE		7		45	7		45									
MARITAL-STATUS		7		MARRIED	7		MARRIED									
SEX		7		MALE	7		MALE									
VOCATIONAL TRN		7		NO	7		NO									
PERSONALITY		1		YES	1		YES									
ATTITUDE		4		YES	4		YES									
GROWTH POTENT		2		MULTI	2		MULTI									
DRAFT 1-A		1		NO	1		NO									
PERFORMANCE		7		AVERAGE	7		AVERAGE									

COMMENTS

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   CITY         COMPANY      OCCUPATION      # EMPLOYED IN CO.    # EMPLOYED IN OCC.     STRINGENCY OF OCC.     TOTAL SAMPLE
 COLUMBUS          1       MACH.OP.-CLER.          0900                  17                    LOOSE                  4

   ITEMS           DESCRIPTION         TOTAL             HOLDS NOW           PROMOTED         HIRED-RELEASED         NOT HIRED

                                 SAMP MET   MODE     SAMP MET   MODE     SAMP MET   MODE     SAMP MET   MODE     SAMP MET   MODE
  REQUIREMENTS
 EDUCATION         H.S.&ABOVE      4    4 H.S.&UP     4    4 H.S.&UP
 SEX                  MALE         4    4  MALE       4    4  MALE
 TEST NO SCORE        YES          1    1   YES       1    1   YES
 PHYSICAL EXAM        YES          4    4   YES       4    4   YES
 PERSONALITY          YES          2    2   YES       2    2   YES
 APPEARANCE           YES          2    2   YES       2    2   YES

  PREFERENCES
 VOCATIONAL TRN       YES          4        NO        4        NO
 EXPERIENCED          YES          4    1   NO        4    1   NO
 SPECIAL SUBJ         YES

  OTHER
 MINIMUM AGE                       4        17        4        17
 MAXIMUM AGE                       4        41        4        41
 MARITAL-STATUS                    4      MARRIED     4      MARRIED
 ATTITUDE                          2        YES       2        YES
 GROWTH POTENT                     1        YES       1        YES
 DRAFT I-A                         1        NO        1        NO
 PERFORMANCE                       4      AVERAGE     4      AVERAGE

COMMENTS                         PREF.PREVIOUS EXP.   EXP.GIVEN WT.WHEN OTHER REQUIRES AREN T MET
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   CITY         COMPANY      OCCUPATION      # EMPLOYED IN CO.    # EMPLOYED IN OCC.     STRINGENCY OF OCC.     TOTAL SAMPLE
 COLUMBUS          4        FILE CLERK             0300                   7                    LOOSE                  9

   ITEMS           DESCRIPTION         TOTAL             HOLDS NOW           PROMOTED         HIRED-RELEASED         NOT HIRED

                                 SAMP MET   MODE     SAMP MET   MODE     SAMP MET   MODE     SAMP MET   MODE     SAMP MET   MODE
  REQUIREMENTS
 EDUCATION         H.S.&ABOVE      9    8 H.S.&UP     3    3 H.S.&UP     3    3 H.S.&UP                           3    2 H.S.&UP
 CREDIT CHECK         YES          6    6   YES       3    3   YES       3    3   YES
 POLICE RECORD        NO

  PREFERENCES
 REFERENCES           JOB          5    5   JOB       2    2   JOB       2    2   JOB                             1    1 GENERAL
 TEST NO SCORE        YES
 PERSONALITY          YES

  OTHER
 MINIMUM AGE                       9        17        3        19        3        18                              3        17
 MAXIMUM AGE                       9        45        3        20        3        22                              3        45
 MARITAL-STATUS                    9      SINGLE      3      MARRIED     3      SINGLE                            3      SINGLE
 SEX                               9      FEMALE      3      FEMALE      3      FEMALE                            3      FEMALE
 VOCATIONAL TRN                    9        NO        3        NO        3        NO                              3        NO
 EXPERIENCED                       8      MULTI       3        NO        3        NO                              2        YES
 CHARACTER                         2        YES       1        YES       1        YES
 APPEARANCE                        2        NO        1        NO                                                 1        NO
 ATTITUDE                          4      MULTI       1        YES       2      MULTI                             1        NO
 GROWTH POTENT                     4        NO        1        NO        2      MULTI                             1        NO
 PERFORMANCE                       6      AVERAGE     3      AVERAGE     3     BLW-AVG

COMMENTS                         REQ PREV FILING IF NO HS   REQ GOOD EYESIGHT
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```
  CITY        COMPANY      OCCUPATION     # EMPLOYED IN CO.    # EMPLOYED IN OCC.    STRINGENCY OF OCC.    TOTAL SAMPLE
COLUMBUS         4           PORTER              0300                  10                   LOOSE                 8

  ITEMS          DESCRIPTION       TOTAL             HOLDS NOW           PROMOTED         HIRED-RELEASED        NOT HIRED

                             SAMP MET   MODE    SAMP MET   MODE    SAMP MET   MODE    SAMP MET   MODE    SAMP MET   MODE

 REQUIREMENTS                                                                                             1    1  MALE
SEX                 MALE       8    8  MALE       7    7  MALE
CREDIT CHECK        YES        7    7   YES       7    7   YES
CHARACTER           YES        1    1   YES       1    1   YES
POLICE RECORD       NO         2    2   NO        2    2   NO

 PREFERENCES                                                                                              1    1 H.S.&UP
EDUCATION        READ-WRITE    8    8 H.S.&UP     7    7  MULTI

 OTHER                                                                                                    1        25
MINIMUM AGE                    8        16        7        16                                             1        25
MAXIMUM AGE                    8        47        7        47                                             1      MARRIED
MARITAL-STATUS                 8      SINGLE      7      SINGLE
REFERENCES                     2      MULTI       2      MULTI                                            1        NO
VOCATIONAL TRN                 8        NO        7        NO                                             1        NO
EXPERIENCED                    7        NO        6        NO
ATTITUDE                       2      MULTI       2      MULTI
GROWTH POTENT                  1        NO        1        NO                                             1        NO
PLAN TO STAY                   1        NO
PERFORMANCE                    7     AVERAGE      7     AVERAGE

COMMENTS                REQ PHYS STRENGTH   PT STUDENT PORT MAKES EASY TO FILL
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  CITY        COMPANY      OCCUPATION     # EMPLOYED IN CO.    # EMPLOYED IN OCC.    STRINGENCY OF OCC.    TOTAL SAMPLE
COLUMBUS         4         SALES CLERK           0300                  97                   TIGHT                 12

  ITEMS          DESCRIPTION       TOTAL             HOLDS NOW           PROMOTED         HIRED-RELEASED        NOT HIRED

                             SAMP MET   MODE    SAMP MET   MODE    SAMP MET   MODE    SAMP MET   MODE    SAMP MET   MODE

 REQUIREMENTS                                                                                             4    4 H.S.&UP
EDUCATION        H.S.&ABOVE   12   12 H.S.&UP     5    5 H.S.&UP   3    3  MULTI
CREDIT CHECK        YES        8    8   YES       5    5   YES      3    3   YES                          3    1   NO
PERSONALITY         YES        5    3   YES       2    2   YES                                            3    1   NO
APPEARANCE          YES        5    2   NO        2    1  MULTI                                           1        NO
ATTITUDE            YES        5    4   YES       4    4   YES
POLICE RECORD       NO

 PREFERENCES                                                                                              4    1   18
MINIMUM AGE         25        12    6   18        5    4   18       3    1   19                           4    3   43
MAXIMUM-AGE         35        12    7   55        5    2   55       3    2   52                           1        NO
REFERENCES          JOB        5    4   JOB       3    3   JOB      1    1   JOB                          4    3   YES
EXPERIENCED         YES       11   10   YES       4    4   YES      3    3   YES
ANY SHIFT           YES                                                                                   1        NO
PLAN TO STAY        YES        1        NO

 OTHER                                                                                                    4       MULTI
MARITAL-STATUS                12      MULTI       5     MARRIED     3     SINGLE                          4      FEMALE
SEX                           12      FEMALE      5     FEMALE      3     FEMALE                          4        NO
VOCATIONAL TRN                12        NO        5       NO        3       NO
CHARACTER                      2       YES        1       YES       1       YES                           1        NO
GROWTH POTENT                  4      MULTI       3       YES
PERFORMANCE                    8     BLW-AVG      5     AVERAGE     3     BLW-AVG

COMMENTS                REQ PREV EX IF NO HS   SEX DEPND ON DEPT   PREF IF H MARD
                        PREF 40&YRS IF EXPENSIVE MERCHNDISE
```

CITY	COMPANY	OCCUPATION	# EMPLOYED IN CO.	# EMPLOYED IN OCC.	STRINGENCY OF OCC.	TOTAL SAMPLE
COLUMBUS	5	FILE CLERK	0900	16	LOOSE	14

ITEMS	DESCRIPTION	TOTAL			HOLDS NOW			PROMOTED			HIRED-RELEASED			NOT HIRED		
		SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE
REQUIREMENTS																
TEST 1	020	13	13	90	6	6	90	6	6	80				1	1	90
TEST 2	020	13	13	95	6	6	80	6	6	95				1	1	65
CREDIT CHECK	YES	12	12	YES	6	6	YES	6	6	YES						
PERSONALITY	YES	13	11	YES	5	5	YES	6	6	YES				2		NO
APPEARANCE	YES	8	7	YES	5	5	YES	2	2	YES				1		NO
ATTITUDE	YES	10	8	YES	5	5	YES	3	3	YES				2		NO
PREFERENCES																
EDUCATION	H.S.&ABOVE	14	12	H.S.&UP	6	6	H.S.&UP	6	5	H.S.&UP				2	1	MULTI
MINIMUM AGE	18	14	11	17	6	5	17	6	4	17				2	2	18
MAXIMUM-AGE	25	14	13	31	6	5	31	6	6	19				2	2	20
REFERENCES	JOB	8	8	JOB	6	6	JOB	2	2	JOB						
EXPERIENCED	YES	13	7	YES	6	4	YES	6	2	NO				1	1	YES
GROWTH POTENT	YES	1	1	YES	1	1	YES									
PLAN TO STAY	YES	2	2	YES	2	2	YES									
FAMILY PLANS	YES															
OTHER																
MARITAL-STATUS		14		SINGLE	6		SINGLE	6		SINGLE				2		MULTI
SEX		14		FEMALE	6		FEMALE	6		FEMALE				2		FEMALE
VOCATIONAL TRN		14		NO	6		NO	6		NO				2		MULTI
CHARACTER		3		YES	3		YES									
PERFORMANCE		12		ABV-AVG	6		MULTI	6		ABV-AVG						

COMMENTS PERCN T SCOS PREF 40 60 EXP OVRDS NO HIRE WTH COLL AVOID MAR PROB

CITY	COMPANY	OCCUPATION	# EMPLOYED IN CO.	# EMPLOYED IN OCC.	STRINGENCY OF OCC.	TOTAL SAMPLE
COLUMBUS	5	PORTER	0900	4	LOOSE	5

ITEMS	DESCRIPTION	TOTAL			HOLDS NOW			PROMOTED			HIRED-RELEASED			NOT HIRED		
		SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE
REQUIREMENTS																
EDUCATION	READ-WRITE	5	5	MULTI	2	2	MULTI							3	3	MULTI
SEX	MALE	5	5	MALE	2	2	MALE							3	3	MALE
CREDIT CHECK	YES	3	1	NO	2	1	MULTI							1		NO
POLICE RECORD	NO															
PREFERENCES																
MAXIMUM-AGE	40	5	4	42	2	1	42							3	3	38
REFERENCES	GENERAL	3	2	GENERAL	2	2	GENERAL							1		NO
PLAN TO STAY	YES	1		NO										1		NO
OTHER																
MINIMUM AGE		5		19	2		39							3		19
MARITAL-STATUS		5		SINGLE	2		MULTI							3		SINGLE
VOCATIONAL TRN		5		NO	2		NO							3		NO
EXPERIENCED		5		YES	2		YES							3		NO
CHARACTER		2		YES	2		YES									
PERSONALITY		3		NO										3		NO
APPEARANCE		1		YES										1		YES
ATTITUDE		3		YES	2		YES							1		NO
DRAFT I-A		4		NO	2		NO							2		MULTI
PERFORMANCE		2		MULTI	2		MULTI									

COMMENTS REQ GOOD HEALTH STRONG BACK,COMMON SENSE,FOLLOW INSTRUCTIONS

CITY	COMPANY	OCCUPATION	# EMPLOYED IN CO.	# EMPLOYED IN OCC.	STRINGENCY OF OCC.	TOTAL SAMPLE
COLUMBUS	5	MACH.OP.-CLER.	0900	34	LOOSE	13

ITEMS	DESCRIPTION	TOTAL			HOLDS NOW			PROMOTED			HIRED-RELEASED			NOT HIRED		
		SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE
REQUIREMENTS																
TEST 1	020	13	13	99	6	6	99	5	5	95				2	2	20
TEST 2	020	13	13	99	6	6	99	5	5	90				2	2	20
CREDIT CHECK	YES	11	11	YES	6	6	YES	5	5	YES						
PERSONALITY	YES	5	5	YES	2	2	YES	3	3	YES						
APPEARANCE	YES	7	5	YES	1	1	YES	4	4	YES						
ATTITUDE	YES	8	8	YES	5	5	YES	3	3	YES				2		NO
PREFERENCES																
EDUCATION	H.S.&ABOVE	13	10	H.S.&UP	6	5	H.S.&UP	5	3	H.S.&UP				2	2	1YR-COL
MINIMUM AGE	18	13	10	16	6	5	16	5	3	16				2	2	19
MAXIMUM-AGE	25	13	12	35	6	5	35	5	5	21				2	2	23
REFERENCES	GENERAL	9	9	GENERAL	5	5	GENERAL	3	3	GENERAL				1	1	GENERAL
GROWTH POTENT	YES	1		NO	1		NO									
TRANSPORTATION	YES															
FAMILY PLANS	YES															
OTHER																
MARITAL-STATUS		13		SINGLE	6		SINGLE	5		SINGLE				2		SINGLE
SEX		13		FEMALE	6		FEMALE	5		FEMALE				2		FEMALE
VOCATIONAL TRN		13		NO	6		MULTI	5		YES				2		NO
EXPERIENCED		10		NO	5		NO	3		NO				2		MULTI
CHARACTER		3		YES	1		YES	1		YES				1		YES
PERFORMANCE		11		AVERAGE	6		AVERAGE	5		ABV-AVG						

COMMENTS PERCN T SCOS PREF 40 60 PREF OLDER PEOPLE FOR 3RD SHFT

CITY	COMPANY	OCCUPATION	# EMPLOYED IN CO.	# EMPLOYED IN OCC.	STRINGENCY OF OCC.	TOTAL SAMPLE
COLUMBUS	6	FOOD ASSEMBLY	1100	81	LOOSE	13

ITEMS	DESCRIPTION	TOTAL			HOLDS NOW			PROMOTED			HIRED-RELEASED			NOT HIRED		
		SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE
REQUIREMENTS																
EDUCATION	READ-WRITE	13	13	H.S.&UP	8	8	H.S.&UP	1	1	H.S.&UP				4	4	H.S.&UP
REFERENCES	GENERAL	4	3	GENERAL	2	2	MULTI	1	1	GENERAL				1		NO
PHYSICAL EXAM	YES	9	9	YES	8	8	YES	1	1	YES						
CREDIT CHECK	YES	9	9	YES	8	8	YES	1	1	YES						
ANY SHIFT	YES	4	4	YES	4	4	YES									
APPEARANCE	YES	6	5	YES	4	4	YES							2	1	MULTI
ATTITUDE	YES	1	1	YES				1	1	YES						
POLICE RECORD	NO	10	8	NO	8	7	NO	1	1	NO				1		YES
FAMILY PLANS	YES															
APPLICATION	YES	5	3	YES	3	3	YES							2		NO
PREFERENCES																
EDUCATION	H.S.&ABOVE	13	10	H.S.&UP	8	5	H.S.&UP	1	1	H.S.&UP				4	4	H.S.&UP
MINIMUM AGE	40	13	1	16	8		16	1		16				4	1	19
MAXIMUM-AGE	65	13	13	49	8	8	21	1	1	16				4	4	49
PLAN TO STAY	YES	4	2	MULTI	2	2	YES							2		NO
OTHER																
MARITAL-STATUS		13		SINGLE	8		SINGLE	1		SINGLE				4		SINGLE
SEX		13		FEMALE	8		FEMALE	1		MALE				4		FEMALE
VOCATIONAL TRN		13		NO	8		NO	1		NO				4		NO
EXPERIENCED		8		MULTI	5		YES							3		NO
PERSONALITY		3		YES	2		YES							1		YES
GROWTH POTENT		1		YES	1		YES									
PERFORMANCE		9		AVERAGE	8		AVERAGE	1		ABV-AVG						

COMMENTS

CITY	COMPANY	OCCUPATION	# EMPLOYED IN CO.	# EMPLOYED IN OCC.	STRINGENCY OF OCC.	TOTAL SAMPLE
COLUMBUS	6	NURSE AID	1100	171	TIGHT	22

ITEMS	DESCRIPTION	TOTAL			HOLDS NOW			PROMOTED			HIRED-RELEASED			NOT HIRED		
		SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE
REQUIREMENTS																
EDUCATION	10GRD&ABOVE	22	21	H.S.&UP	8	8	H.S.&UP	7	7	H.S.&UP				7	6	H.S.&UP
REFERENCES	JOB	5	3	GENERAL	3	3	GENERAL							2		NO
PHYSICAL EXAM	YES	15	15	YES	8	8	YES	7	7	YES						
CREDIT CHECK	YES	15	15	YES	8	8	YES	7	7	YES						
ANY SHIFT	YES	16	15	YES	8	8	YES	7	7	YES				1		NO
ATTITUDE	YES	3	2	YES	2	2	YES							1		NO
GROWTH POTENT	YES	2	2	YES	2	2	YES									
PLAN TO STAY	YES	1		NO				1		NO						
POLICE RECORD	NO	15	15	NO	8	8	NO	7	7	NO						
FAMILY PLANS	YES															
APPLICATION	YES	3		NO										3		NO
PREFERENCES																
EDUCATION	H.S.&ABOVE	22	18	H.S.&UP	8	8	H.S.&UP	7	7	H.S.&UP				7	3	H.S.&UP
EXPERIENCED	YES	15	5	NO	5	2	NO	6		NO				4	3	YES
SPECIAL SUBJ	YES															
CHARACTER	YES															
OTHER																
MINIMUM AGE		22		17	8		18	7		18				7		17
MAXIMUM AGE		22		46	8		34	7		46				7		38
MARITAL-STATUS		22		SINGLE	8		SINGLE	7		SINGLE				7		MARRIED
SEX		22		FEMALE	8		FEMALE	7		FEMALE				7		FEMALE
VOCATIONAL TRN		22		NO	8		NO	7		NO				7		NO
PERSONALITY		3		YES	2		YES	1		YES						
APPEARANCE		10		YES	4		YES	4		YES				2		MULTI
PERFORMANCE		15		AVERAGE	8		AVERAGE	7		AVERAGE						

COMMENTS IF DROPOUT,WHY

CITY	COMPANY	OCCUPATION	# EMPLOYED IN CO.	# EMPLOYED IN OCC.	STRINGENCY OF OCC.	TOTAL SAMPLE
COLUMBUS	6	LAB. TECH.	1100	7	TIGHT	7

ITEMS	DESCRIPTION	TOTAL			HOLDS NOW			PROMOTED			HIRED-RELEASED			NOT HIRED		
		SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE
REQUIREMENTS																
EDUCATION	1YR.COLLEGE	7	6	COL-GRD	7	6	COL-GRD									
PHYSICAL EXAM	YES	7	7	YES	7	7	YES									
CREDIT CHECK	YES	7	7	YES	7	7	YES									
SPECIAL SUBJ	YES	7	7	YES	7	7	YES									
ANY SHIFT	YES	7	7	YES	7	7	YES									
ATTITUDE	YES	2	2	YES	2	2	YES									
TRANSPORTATION	YES															
PREFERENCES																
EDUCATION		7	4	COL-GRD	7	4	COL-GRD									
VOCATIONAL TRN	YES	7		NO	7		NO									
EXPERIENCED	YES	5	3	YES	5	3	YES									
OTHER																
MINIMUM AGE		7		19	7		19									
MAXIMUM AGE		7		42	7		42									
MARITAL-STATUS		7		SINGLE	7		SINGLE									
SEX		7		FEMALE	7		FEMALE									
APPLICATION		2		YES	2		YES									
PERFORMANCE		7		AVERAGE	7		AVERAGE									

COMMENTS

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  CITY        COMPANY      OCCUPATION      # EMPLOYED IN CO.    # EMPLOYED IN OCC.    STRINGENCY OF OCC.    TOTAL SAMPLE
 COLUMBUS        7           TYPIST              6700                  71                   LOOSE                 22

    ITEMS        DESCRIPTION        TOTAL           HOLDS NOW          PROMOTED         HIRED-RELEASED       NOT HIRED

                              SAMP MET   MODE   SAMP MET   MODE   SAMP MET   MODE   SAMP MET   MODE   SAMP MET   MODE
  REQUIREMENTS
 TEST 1             045
 MINIMUM AGE        16         22   22   18      7    7   20       7    7   19                         8    8   18
 REFERENCES         JOB        14   14   JOB     7    7   JOB      7    7   JOB
 TEST NO SCORE      YES        20   13   YES     5    5   YES      7    7   YES                        8    1   NO
 PHYSICAL EXAM      YES        14   14   YES     7    7   YES      7    7   YES
 APPEARANCE         YES
 POLICE RECORD      NO          3    3   NO      2    2   NO       1    1   NO
 APPLICATION        YES

  PREFERENCES
 EDUCATION      H.S.&ABOVE     22   22 H.S.&UP   7    7 H.S.&UP    7    7 H.S.&UP                       8    8 H.S.&UP
 ATTITUDE           YES        14   13   YES     7    7   YES      7    6   YES
 GROWTH POTENT      YES         3    1   NO      1        NO       2    1  MULTI

  OTHER
 MAXIMUM AGE                   22        48      7        34       7        34                        8        48
 MARITAL-STATUS                22      SINGLE    7     MARRIED     7      SINGLE                      8      SINGLE
 SEX                           22      FEMALE    7     FEMALE      7      FEMALE                      8      FEMALE
 VOCATIONAL TRN                22        NO      7       NO        7        NO                        8        NO
 EXPERIENCED                   22        YES     7       YES       7        YES                       8        YES
 CHARACTER                     14        YES     7       YES       7        YES
 PERSONALITY                    2        YES     1       YES       1        YES
 PERFORMANCE                   14      AVERAGE   7     AVERAGE     7      AVERAGE

COMMENTS                T NS# T1# TYPING   EXPERIENCE OVRDS LACK OF EDUCATION
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  CITY        COMPANY      OCCUPATION      # EMPLOYED IN CO.    # EMPLOYED IN OCC.    STRINGENCY OF OCC.    TOTAL SAMPLE
 COLUMBUS        7         FILE CLERK            6700                  27                   LOOSE                 24

    ITEMS        DESCRIPTION        TOTAL           HOLDS NOW          PROMOTED         HIRED-RELEASED       NOT HIRED

                              SAMP MET   MODE   SAMP MET   MODE   SAMP MET   MODE   SAMP MET   MODE   SAMP MET   MODE
  REQUIREMENTS
 MINIMUM AGE        18         24   21   16      8    8   18       8    8   18                         8    5   16
 PHYSICAL EXAM      YES        18   15   YES     8    7   YES      8    8   YES                        2        NO
 APPEARANCE         YES
 POLICE RECORD      NO          5    5   NO      4    4   NO       1    1   NO

  PREFERENCES
 EDUCATION      H.S.&ABOVE     24   22 H.S.&UP   8    8 H.S.&UP    8    7 H.S.&UP                       8    7 H.S.&UP

  OTHER
 MAXIMUM AGE                   24        41      8        40       8        41                        8        24
 MARITAL-STATUS                24      SINGLE    8      SINGLE     8      SINGLE                      8      SINGLE
 REFERENCES                    13        JOB     7       JOB       6        JOB
 SEX                           24      FEMALE    8     FEMALE      8      FEMALE                      8      FEMALE
 VOCATIONAL TRN                24        NO      8       NO        8        NO                        8        NO
 EXPERIENCED                   18        YES     8       YES       6        YES                       4        YES
 CHARACTER                     11        YES     5       YES       5        YES                       1        NO
 PERSONALITY                    2        YES     2       YES
 ATTITUDE                      10        YES     5       YES       4        YES                       1        NO
 GROWTH POTENT                  1        YES     1       YES
 PERFORMANCE                   16       MULTI    8     ABV-AVG     8      AVERAGE

COMMENTS                REQ HS OR PRESENTLY ENROLLED
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  CITY        COMPANY     OCCUPATION     # EMPLOYED IN CO.   # EMPLOYED IN OCC.   STRINGENCY OF OCC.   TOTAL SAMPLE
COLUMBUS         7       MACH.OP.-IND.         6700                 148                  LOOSE                16

  ITEMS          DESCRIPTION       TOTAL            HOLDS NOW           PROMOTED        HIRED-RELEASED       NOT HIRED

                              SAMP MET   MODE    SAMP MET   MODE    SAMP MET   MODE    SAMP MET   MODE    SAMP MET   MODE
 REQUIREMENTS
MINIMUM AGE          18        15   15   18        7    7   18                                              8    8   18
TEST NO SCORE        YES       10    8   YES       8    8   YES                                             2        NO
PHYSICAL EXAM        YES        8    8   YES       8    8   YES
POLICE RECORD        NO         3    2   NO        2    2   NO                                              1        YES

 PREFERENCES
EDUCATION        H.S.&ABOVE    16    9 H.S.&UP     8    7 H.S.&UP                                           8    2 10GR&UP
EXPERIENCED          YES       11    3   NO        5    1   NO                                              6    2   NO
APPEARANCE           YES        1        NO                                                                 1        NO

 OTHER
MAXIMUM AGE                    15        33        7        31                                              8        33
MARITAL-STATUS                 16      MARRIED     8      MARRIED                                           8      MARRIED
REFERENCES                      5      GENERAL     5      GENERAL
SEX                            16      FEMALE      8      FEMALE                                            8      FEMALE
VOCATIONAL TRN                 16        NO        8        NO                                              8        NO
CHARACTER                       5        YES       5        YES
ATTITUDE                        4        YES       4        YES
GROWTH POTENT                   4        NO        1        NO                                              3        NO
APPLICATION                     1        NO                                                                 1        NO
PERFORMANCE                     8      AVERAGE     8      AVERAGE

COMMENTS
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  CITY        COMPANY     OCCUPATION     # EMPLOYED IN CO.   # EMPLOYED IN OCC.   STRINGENCY OF OCC.   TOTAL SAMPLE
CLEVELAND        1          TYPIST             2500                 30                   LOOSE                 8

  ITEMS          DESCRIPTION       TOTAL            HOLDS NOW           PROMOTED        HIRED-RELEASED       NOT HIRED

                              SAMP MET   MODE    SAMP MET   MODE    SAMP MET   MODE    SAMP MET   MODE    SAMP MET   MODE
 REQUIREMENTS

 PREFERENCES
EDUCATION        H.S.&ABOVE     8    8 H.S.&UP     6    6 H.S.&UP     2    2 H.S.&UP
MARITAL-STATUS     SINGLE       8    7 SINGLE      6    5 SINGLE      2    2 SINGLE
TEST NO SCORE        YES        3    3   YES       3    3   YES
EXPERIENCED          YES        6    4   YES       5    3   YES       1    1   YES
PERSONALITY          YES        1    1   YES       1    1   YES
APPEARANCE           YES

 OTHER
MINIMUM AGE                     8        17        6        17        2        17
MAXIMUM AGE                     8        23        6        23        2        20
SEX                             9      FEMALE      6      FEMALE      2      FEMALE
VOCATIONAL TRN                  8        NO        6        NO        2        NO
PLAN TO STAY                    1        NO        1        NO
PERFORMANCE                     8      ABV-AVG     6      MULTI       2      ABV-AVG

COMMENTS              T NS TYPING
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CITY	COMPANY	OCCUPATION	# EMPLOYED IN CO.	# EMPLOYED IN OCC.	STRINGENCY OF OCC.	TOTAL SAMPLE
CLEVELAND	1	PORTER	2500	19	LOOSE	14

ITEMS	DESCRIPTION	TOTAL			HOLDS NOW			PROMOTED			HIRED-RELEASED			NOT HIRED		
		SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE
REQUIREMENTS																
PHYSICAL EXAM	YES	8	8	YES	8	8	YES									
ANY SHIFT	YES	1		NO										1		NO
CHARACTER	YES															
PREFERENCES																
EDUCATION	READ-WRITE	14	14	H.S.&UP	8	8	H.S.&UP							6	6	H.S.&UP
REFERENCES	JOB	1	1	JOB	1	1	JOB									
TEST NO SCORE	YES															
GROWTH POTENT	YES	1		NO										1		NO
DRAFT I-A	NO	13	12	NO	8	7	NO							5	5	NO
OTHER																
TEST 1		1		20	1		20									
TEST 2		1		8												
MINIMUM AGE		14		19	8		19							6		19
MAXIMUM AGE		14		59	8		50							6		59
MARITAL-STATUS		14		MULTI	8		MARRIED							6		SINGLE
SEX		14		MALE	8		MALE							6		MALE
VOCATIONAL TRN		14		NO	8		NO							6		NO
EXPERIENCED		13		YES	8		YES							5		NO
POLICE RECORD		4		YES										4		YES
PERFORMANCE		8		AVERAGE	8		AVERAGE									

COMMENTS T NS MECHANICAL APTITUDE

CITY	COMPANY	OCCUPATION	# EMPLOYED IN CO.	# EMPLOYED IN OCC.	STRINGENCY OF OCC.	TOTAL SAMPLE
CLEVELAND	1	MACH.OP.-IND.	2500	20	TIGHT	20

ITEMS	DESCRIPTION	TOTAL			HOLDS NOW			PROMOTED			HIRED-RELEASED			NOT HIRED		
		SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE
REQUIREMENTS																
PHYSICAL EXAM	YES	12	12	YES	8	8	YES	4	4	YES						
EXPERIENCED	YES	20	13	YES	8	4	MULTI	4	3	YES				8	6	YES
SPECIAL SUBJ	YES	12	10	YES	5	5	YES	3	1	NO				4	4	YES
ANY SHIFT	YES	1		NO										1		NO
PREFERENCES																
REFERENCES	JOB	1	1	JOB				1	1	JOB						
GROWTH POTENT	YES	2	1	MULTI				1	1	YES				1		NO
OTHER																
EDUCATION		20		H.S.&UP	8		H.S.&UP	4		H.S.&UP				8		H.S.&UP
TEST 1		14		25	7		25	2		24				5		13
TEST 2		14		16												
MINIMUM AGE		20		18	8		18	4		20				8		21
MAXIMUM AGE		20		42	8		40	4		42				8		35
MARITAL-STATUS		20		MARRIED	8		MARRIED	4		MARRIED				8		MARRIED
SEX		20		MALE	8		MALE	4		MALE				8		MALE
VOCATIONAL TRN		20		MULTI	8		YES	4		NO				8		NO
CHARACTER		1		YES				1		YES						
PERSONALITY		1		YES				1		YES						
ATTITUDE		1		YES				1		YES						
PLAN TO STAY		1		NO										1		NO
DRAFT I-A		19		NO	8		NO	4		NO				7		NO
POLICE RECORD		1		YES	1		YES									
PERFORMANCE		12		ABV-AVG	8		AVERAGE	4		ABV-AVG						

COMMENTS SPEC SUBJ SHOP AND BLUEPRINT READING

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    CITY      COMPANY     OCCUPATION     # EMPLOYED IN CO.   # EMPLOYED IN OCC.   STRINGENCY OF OCC.   TOTAL SAMPLE
  CLEVELAND      2          PORTER             9200                  54                  LOOSE               16

   ITEMS              DESCRIPTION         TOTAL              HOLDS NOW            PROMOTED          HIRED-RELEASED          NOT HIRED

                                  SAMP MET MODE        SAMP MET MODE        SAMP MET MODE        SAMP MET MODE        SAMP MET MODE
 REQUIREMENTS
EDUCATION             9GRD&ABOVE    16  15 H.S.&UP        4   4 H.S.&UP        4   4 H.S.&UP                             8   7 H.S.&UP
MINIMUM AGE              18         16  16 21             4   4 21             4   4 22                                  8   8 24
REFERENCES               JOB        12   8 GENERAL        4   4 GENERAL        4   4 GENERAL                             4     NO
TEST NO SCORE            YES         8   8 YES            4   4 YES            4   4 YES
PHYSICAL EXAM            YES         9   8 YES            4   4 YES            4   4 YES                                 1     NO
APPEARANCE               YES         1     NO                                                                            1     NO
POLICE RECORD            NO          2     YES                                                                           2     YES
APPLICATION              YES         2     NO                                                                            2     NO

 PREFERENCES
SEX                      MALE       16  16 MALE           4   4 MALE           4   4 MALE                                8   8 MALE
GROWTH POTENT            YES
PLAN TO STAY             YES

 OTHER
MAXIMUM AGE                         16     43             4     35             4     27                                  8     43
MARITAL-STATUS                      16     MARRIED        4     MARRIED        4     MULTI                               8     MARRIED
VOCATIONAL TRN                      16     NO             4     NO             4     NO                                  8     NO
EXPERIENCED                         16     YES            4     NO             4     MULTI                               8     YES
DRAFT I-A                            7     NO             2     NO             2     NO                                  3     NO
PERFORMANCE                          8     MULTI          4     MULTI          4     MULTI                                     .

COMMENTS                          USES TEST REQUIRES 9GRD LEVEL   PREF.HIGHEST EDUCATED THAT WILL STAY
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    CITY      COMPANY     OCCUPATION     # EMPLOYED IN CO.   # EMPLOYED IN OCC.   STRINGENCY OF OCC.   TOTAL SAMPLE
  CLEVELAND      2       MACH.OP.-IND.         9200                 1227                 LOOSE               16

   ITEMS              DESCRIPTION         TOTAL              HOLDS NOW            PROMOTED          HIRED-RELEASED          NOT HIRED

                                  SAMP MET MODE        SAMP MET MODE        SAMP MET MODE        SAMP MET MODE        SAMP MET MODE
 REQUIREMENTS
EDUCATION             9GRD&ABOVE    16  15 H.S.&UP                             8   8 H.S.&UP                             8   7 H.S.&UP
MINIMUM AGE              18         16  16 20                                  8   8 20                                  8   8 23
REFERENCES               JOB         9   8 GENERAL                             7   7 GENERAL                             2   1 MULTI
VOCATIONAL TRN           YES        16   1 NO                                  8     NO                                  8   1 NO
TEST NO SCORE            YES         8   8 YES                                 8   8 YES
PHYSICAL EXAM            YES        10   8 YES                                 8   8 YES                                 2     NO
EXPERIENCED              YES        16   3 NO                                  8   2 NO                                  8   1 NO
POLICE RECORD            NO          2     YES                                                                           2     YES
APPLICATION              YES         2     NO                                                                            2     NO

 PREFERENCES
SEX                      MALE       16  16 MALE                                8   8 MALE                                8   8 MALE
GROWTH POTENT            YES         1     NO                                                                            1     NO

 OTHER
MAXIMUM AGE                         16     38                                  8     38                                  8     30
MARITAL-STATUS                      16     MULTI                               8     MULTI                               8     MULTI
ATTITUDE                             1     NO                                                                            1     NO
DRAFT I-A                            6     NO                                  1     NO                                  5     NO
FAMILY PLANS                         1     NO                                                                            1     NO
PERFORMANCE                          8     AVERAGE                             8     AVERAGE

COMMENTS                          REJECT RECORD OF FIGHTS ON JOB   USES TEST REQUIRES 9GRD LEVEL
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  CITY           COMPANY       OCCUPATION        # EMPLOYED IN CO.     # EMPLOYED IN OCC.     STRINGENCY OF OCC.     TOTAL SAMPLE
CLEVELAND           2        MACH.OP.-CLER.            9200                    7                     LOOSE                  5

  ITEMS          DESCRIPTION          TOTAL              HOLDS NOW            PROMOTED          HIRED-RELEASED         NOT HIRED

                               SAMP MET   MODE    SAMP MET   MODE    SAMP MET   MODE    SAMP MET   MODE    SAMP MET   MODE
 REQUIREMENTS
EDUCATION        H.S.&ABOVE      5    5 H.S.&UP     4    4 H.S.&UP                                          1    1 H.S.&UP
MINIMUM AGE          18          5    5   18        4    4   18                                             1    1   21
REFERENCES           JOB         3    3 GENERAL     3    3 GENERAL
SEX                FEMALE        5    5 FEMALE      4    4 FEMALE                                           1    1 FEMALE
VOCATIONAL TRN       YES         5    2   NO        4    1   NO                                             1    1   YES
TEST NO SCORE        YES         4    4   YES       4    4   YES
PHYSICAL EXAM        YES         4    4   YES       4    4   YES
EXPERIENCED          YES         5    3   YES       4    3   YES                                            1         NO
SPECIAL SUBJ         YES         2    2   YES       2    2   YES
ANY SHIFT            YES         1    1   YES       1    1   YES
TRANSPORTATION       YES
POLICE RECORD        NO
FAMILY PLANS         YES
APPLICATION          YES

 PREFERENCES
PLAN TO STAY         YES

 OTHER
MAXIMUM AGE                      5        41        4        41                                             1         21
MARITAL-STATUS                   5       MULTI      4      MARRIED                                          1       SINGLE
PERSONALITY                      2        YES       2        YES
APPEARANCE                       4        YES       4        YES
GROWTH POTENT                    1        NO                                                                1         NO
PERFORMANCE                      4      AVERAGE     4      AVERAGE

COMMENTS                    TEST SCORE #
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  CITY           COMPANY       OCCUPATION        # EMPLOYED IN CO.     # EMPLOYED IN OCC.     STRINGENCY OF OCC.     TOTAL SAMPLE
CLEVELAND           3        FOOD ASSEMBLY             3700                   134                    LOOSE                  12

  ITEMS          DESCRIPTION          TOTAL              HOLDS NOW            PROMOTED          HIRED-RELEASED         NOT HIRED

                               SAMP MET   MODE    SAMP MET   MODE    SAMP MET   MODE    SAMP MET   MODE    SAMP MET   MODE
 REQUIREMENTS
EDUCATION        8GRD&ABOVE     12   12 H.S.&UP     6    6 H.S.&UP     1    1 H.S.&UP                       5    5 H.S.&UP
REFERENCES         GENERAL       8    5  MULTI      4    4  MULTI      1    1   JOB                         3         NO
PHYSICAL EXAM        YES         7    7   YES       6    6   YES       1    1   YES
ANY SHIFT            YES         6    5   YES       4    4   YES       1    1   YES                         1         NO
CHARACTER            YES         4    4   YES       3    3   YES       1    1   YES
PERSONALITY          YES         3    3   YES       2    2   YES       1    1   YES
APPEARANCE           YES
POLICE RECORD        NO          7    7   NO        6    6   NO        1    1   NO

 PREFERENCES
EDUCATION        H.S.&ABOVE     12    9 H.S.&UP     6    4 H.S.&UP     1    1 H.S.&UP                       5    4 H.S.&UP
MINIMUM AGE          35         12    2   18        6    1   18        1    1   36                          5         18
FAMILY PLANS         YES         1    1   YES                          1    1   YES

 OTHER
MAXIMUM AGE                     12        48        6        48        1        36                          5         28
MARITAL-STATUS                  12      SINGLE      6      SINGLE      1      MARRIED                       5       SINGLE
SEX                             12      FEMALE      6      FEMALE      1      FEMALE                        5       FEMALE
VOCATIONAL TRN                  12        NO        6        NO        1        NO                          5         NO
EXPERIENCED                      7        YES       3        YES       1        YES                         3         NO
ATTITUDE                         4        YES       3        YES       1        YES
GROWTH POTENT                    1        NO        1        NO
DRAFT I-A                        1        NO                                                                1         NO
TRANSPORTATION                   1        YES                          1        YES
PERFORMANCE                      7      AVERAGE     6      AVERAGE     1      ABV-AVG

COMMENTS
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  CITY        COMPANY      OCCUPATION      # EMPLOYED IN CO.    # EMPLOYED IN OCC.    STRINGENCY OF OCC.    TOTAL SAMPLE
CLEVELAND        3          NURSE AID            3700                   250                   LOOSE                 14

  ITEMS          DESCRIPTION           TOTAL           HOLDS NOW           PROMOTED        HIRED-RELEASED       NOT HIRED

                                SAMP MET MODE      SAMP MET MODE      SAMP MET MODE      SAMP MET MODE      SAMP MET MODE
 REQUIREMENTS
EDUCATION        10GRD&ABOVE      14  13 H.S.&UP      8   7 H.S.&UP      3   3 H.S.&UP      3   3 H.S.&UP
REFERENCES       GENERAL           9   9 JOB          6   6 JOB          1   1 JOB          2   2 MULTI
SEX              FEMALE           14  14 FEMALE       8   8 FEMALE       3   3 FEMALE       3   3 FEMALE
PHYSICAL EXAM    YES              14  14 YES          8   8 YES          3   3 YES          3   3 YES
POLICE RECORD    NO               14  14 NO           8   8 NO           3   3 NO           3   3 NO

 PREFERENCES
EDUCATION        H.S.&ABOVE       14  13 H.S.&UP      8   7 H.S.&UP      3   3 H.S.&UP      3   3 H.S.&UP
MINIMUM AGE      18               14  14 18           8   8 19           3   3 18           3   3 19
MAXIMUM-AGE      25               14   9 44           8   4 44           3   3 23           3   2 29
EXPERIENCED      YES              12   7 YES          7   4 YES          3   2 YES          2   1 MULTI
PERSONALITY      YES              12  12 YES          7   7 YES          3   3 YES          2   2 YES
APPEARANCE       YES              10  10 YES          5   5 YES          3   3 YES          2   2 YES
ATTITUDE         YES              11  11 YES          7   7 YES          2   2 YES          2   2 YES

 OTHER
MARITAL-STATUS                    14     SINGLE       8     MULTI        3     MULTI        3     SINGLE
VOCATIONAL TRN                    14     NO           8     NO           3     NO           3     NO
ANY SHIFT                          1     YES          1     YES
CHARACTER                          5     YES          3     YES          1     YES          1     YES
GROWTH POTENT                      2     YES          1     YES          1     YES
FAMILY PLANS                       3     YES          2     YES          1     YES
PERFORMANCE                       14     AVERAGE      8     ABV-AVG      3     AVERAGE      3     BLW-AVG

COMMENTS
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  CITY        COMPANY      OCCUPATION      # EMPLOYED IN CO.    # EMPLOYED IN OCC.    STRINGENCY OF OCC.    TOTAL SAMPLE
CLEVELAND        3          LAB. TECH.           3700                   19                    LOOSE                 12

  ITEMS          DESCRIPTION           TOTAL           HOLDS NOW           PROMOTED        HIRED-RELEASED       NOT HIRED

                                SAMP MET MODE      SAMP MET MODE      SAMP MET MODE      SAMP MET MODE      SAMP MET MODE
 REQUIREMENTS
EDUCATION        H.S.&ABOVE       11  11 1YR-COL      7   7 1YR-COL                                            4   4 MULTI
REFERENCES       GENERAL
PHYSICAL EXAM    YES               7   7 YES          7   7 YES
CHARACTER        YES
PERSONALITY      YES
APPEARANCE       YES
ATTITUDE         YES
POLICE RECORD    NO                7   7 NO           7   7 NO

 PREFERENCES
EDUCATION                         11   7 1YR-COL      7   5 1YR-COL                                            4   2 MULTI
VOCATIONAL TRN   YES              11     NO           7     NO                                                 4     NO
EXPERIENCED      YES               9   5 YES          6   4 YES                                                3   1 NO
SPECIAL SUBJ     YES               7   7 YES          5   5 YES                                                2   2 YES
GROWTH POTENT    YES               1     NO                                                                    1     NO
PLAN TO STAY     YES               1     NO                                                                    1     NO

 OTHER
MINIMUM AGE                       11     19           7     19                                                 4     26
MAXIMUM AGE                       11     53           7     53                                                 4     34
MARITAL-STATUS                    11     SINGLE       7     SINGLE                                             4     MULTI
SEX                               11     FEMALE       7     FEMALE                                             4     FEMALE
ANY SHIFT                          1     NO                                                                    1     NO
DRAFT 1-A                          2     NO           1     NO                                                 1     NO
APPLICATION                        2     NO                                                                    2     NO
PERFORMANCE                        7     MULTI        7     MULTI

COMMENTS                        SEE REQUIREMENTS FOR INDIVIDUAL LABS.
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   CITY        COMPANY      OCCUPATION      # EMPLOYED IN CO.   # EMPLOYED IN OCC.   STRINGENCY OF OCC.   TOTAL SAMPLE
 CLEVELAND        4       FOOD ASSEMBLY           0300                 21                  LOOSE                8

    ITEMS          DESCRIPTION       TOTAL            HOLDS NOW          PROMOTED         HIRED-RELEASED       NOT HIRED

                               SAMP MET   MODE    SAMP MET   MODE    SAMP MET   MODE    SAMP MET   MODE    SAMP MET   MODE
  REQUIREMENTS
 REFERENCES        GENERAL       2    2 GENERAL     1    1 GENERAL                                            1    1 GENERAL
 SEX                FEMALE       8    8 FEMALE      6    6 FEMALE                         1    1 FEMALE     1    1 FEMALE
 PHYSICAL EXAM       YES         7    6   YES       6    6   YES                          1       NO
 ANY SHIFT           YES
 APPEARANCE          YES         2    2   YES       1    1   YES                                            1    1   YES
 ATTITUDE            YES
 TRANSPORTATION      YES
 FAMILY PLANS        YES
 APPLICATION         YES         2    1  MULTI      1    1   YES                                            1        NO

  PREFERENCES
 EDUCATION        10GRD&ABOVE    8    7 H.S.&UP     6    5 H.S.&UP                        1    1 H.S.&UP    1    1 10GR&UP
 EXPERIENCED         YES         8    1   NO        6        NO                           1       NO        1    1   YES

  OTHER
 MINIMUM AGE                     8       16         6       16                            1       22        1       37
 MAXIMUM AGE                     8       37         6       30                            1       22        1       37
 MARITAL-STATUS                  8     SINGLE       6     SINGLE                          1     SINGLE      1     MARRIED
 VOCATIONAL TRN                  8       NO         6       NO                            1       NO        1       NO
 CHARACTER                       1       YES        1       YES
 PERSONALITY                     1       YES        1       YES
 PLAN TO STAY.                   1       NO                                                                 1       NO
 PERFORMANCE                     6     AVERAGE      6     AVERAGE

COMMENTS                      MUST HAVE PHONE
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   CITY        COMPANY      OCCUPATION      # EMPLOYED IN CO.   # EMPLOYED IN OCC.   STRINGENCY OF OCC.   TOTAL SAMPLE
 CLEVELAND        4         NURSE AID             0300                 13                  LOOSE               12

    ITEMS          DESCRIPTION       TOTAL            HOLDS NOW          PROMOTED         HIRED-RELEASED       NOT HIRED

                               SAMP MET   MODE    SAMP MET   MODE    SAMP MET   MODE    SAMP MET   MODE    SAMP MET   MODE
  REQUIREMENTS
 EDUCATION        8GRD&ABOVE    11   11 H.S.&UP     5    5 H.S.&UP    2    2  MULTI                         4    4  MULTI
 REFERENCES        GENERAL      11    7 GENERAL     5    5 GENERAL    2    2 GENERAL                        4        NO
 PHYSICAL EXAM       YES         8    8   YES       5    5   YES      3    3   YES
 APPEARANCE          YES         1    1   YES                         1    1   YES
 PLAN TO STAY        YES
 TRANSPORTATION      YES
 FAMILY PLANS        YES
 APPLICATION         YES         1        NO                                                                1        NO

  PREFERENCES
 EDUCATION        H.S.&ABOVE    11    5 H.S.&UP     5    2 H.S.&UP    2    1  MULTI                         4    2  MULTI
 MINIMUM AGE          18        12   12   19        5    5   19       3    3   23                           4    4   23
 VOCATIONAL TRN      YES        12    2   NO        5    2   NO       3        NO                           4        NO
 EXPERIENCED         YES        12    9   YES       5    4   YES      3    2   YES                          4    3   YES
 GROWTH POTENT       YES

  OTHER
 MAXIMUM AGE                    12       50         5       39        3       50                            4       40
 MARITAL-STATUS                 12     MULTI        5     MARRIED     3     UNCLASS                         4     UNCLASS
 SEX                            12     FEMALE       5     FEMALE      3     FEMALE                          4     FEMALE
 RERSONALITY                     1       YES                          1       YES
 ATTITUDE                        3       NO                                                                 3       NO
 PERFORMANCE                     8     ABV-AVG      5     ABV-AVG     3     ABV-AVG

COMMENTS                      POLICE CHK IF ADDICTION SUSPECT   ACCEPT LESS THAN 8GRD WITH VOC.TNG
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   CITY        COMPANY      OCCUPATION      # EMPLOYED IN CO.    # EMPLOYED IN OCC.    STRINGENCY OF OCC.    TOTAL SAMPLE
CLEVELAND         4         LAB. TECH.            0300                   6                   TIGHT                  9

   ITEMS            DESCRIPTION         TOTAL           HOLDS NOW         PROMOTED        HIRED-RELEASED      NOT HIRED

                                  SAMP MET  MODE    SAMP MET  MODE    SAMP MET  MODE    SAMP MET  MODE    SAMP MET  MODE
  REQUIREMENTS
 EDUCATION          H.S.&ABOVE     8    7 H.S.&UP    4    4 H.S.&UP                                        4    3 H.S.&UP
 REFERENCES         GENERAL        3    1 NO         1    1 GENERAL                                        2      NO
 PHYSICAL EXAM      YES            4    4 YES        4    4 YES
 SPECIAL SUBJ       YES
 PERSONALITY        YES            1    1 YES        1    1 YES
 APPEARANCE         YES            2    1 MULTI      1    1 YES                                            1      NO
 FAMILY PLANS       YES

  PREFERENCES
 EDUCATION          1YR.COLLEGE    8    1 H.S.&UP    4      H.S.&UP                                        4    1 H.S.&UP
 MINIMUM AGE        21             9    7 17         4    3 19                                             5    4 17
 REFERENCES                        3    1 NO         1    1 GENERAL                                        2      NO
 VOCATIONAL TRN     YES            9    7 YES        4    4 YES                                            5    3 YES
 ATTITUDE           YES
 DRAFT 1-A          NO             2    2 NO                                                               2    2 NO

  OTHER
 MAXIMUM AGE                       9      44         4      26                                             5      44
 MARITAL-STATUS                    9      MARRIED    4      MARRIED                                        5      MULTI
 SEX                               9      FEMALE     4      FEMALE                                         5      FEMALE
 EXPERIENCED                       9      YES        4      YES                                            5      NO
 CHARACTER                         1      NO                                                               1      NO
 GROWTH POTENT                     2      NO                                                               2      NO
 APPLICATION                       1      NO                                                               1      NO
 PERFORMANCE                       4      AVERAGE    4      AVERAGE

COMMENTS
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   CITY        COMPANY      OCCUPATION      # EMPLOYED IN CO.    # EMPLOYED IN OCC.    STRINGENCY OF OCC.    TOTAL SAMPLE
CLEVELAND         5         FILE CLERK            1500                  18                   LOOSE                  8

   ITEMS            DESCRIPTION         TOTAL           HOLDS NOW         PROMOTED        HIRED-RELEASED      NOT HIRED

                                  SAMP MET  MODE    SAMP MET  MODE    SAMP MET  MODE    SAMP MET  MODE    SAMP MET  MODE
  REQUIREMENTS
 EDUCATION          10GRD&ABOVE    8    8 H.S.&UP    4    4 H.S.&UP    3    3 H.S.&UP                      1    1 H.S.&UP
 TEST 1             018            3    2 35                           2    2 35                           1      11
 REFERENCES         JOB            2    2 GENERAL    2    2 GENERAL
 PHYSICAL EXAM      YES            7    7 YES        4    4 YES        3    3 YES
 SPECIAL SUBJ       YES            8    8 YES        4    4 YES        3    3 YES                          1    1 YES
 CHARACTER          YES
 PERSONALITY        YES            1    1 YES                                                              1    1 YES
 APPEARANCE         YES            1    1 YES                                                              1    1 YES
 ATTITUDE           YES
 GROWTH POTENT      YES
 POLICE RECORD      NO             7    7 NO         4    4 NO         3    3 NO
 APPLICATION        YES

  PREFERENCES
 EDUCATION          H.S.&ABOVE     8    8 H.S.&UP    4    4 H.S.&UP    3    3 H.S.&UP                      1    1 H.S.&UP
 MINIMUM AGE        40             8      18         4      20         3      18                           1      37
 EXPERIENCED        YES            5    2 NO         2    1 MULTI      2      NO                           1    1 YES
 ANY SHIFT          YES
 FAMILY PLANS       YES

  OTHER
 MAXIMUM AGE                       8      37         4      35         3      21                           1      37
 MARITAL-STATUS                    8      SINGLE     4      SINGLE     3      SINGLE                       1      DIVORCD
 SEX                               8      FEMALE     4      FEMALE     3      FEMALE                       1      FEMALE
 VOCATIONAL TRN                    8      NO         4      NO         3      NO                           1      NO
 PERFORMANCE                       7      ABV-AVG    4      ABV-AVG    3      ABV-AVG

COMMENTS                          T1 WONDERLIC
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   CITY        COMPANY      OCCUPATION      # EMPLOYED IN CO.    # EMPLOYED IN OCC.    STRINGENCY OF OCC.    TOTAL SAMPLE
 CLEVELAND        5           PORTER              1500                  46                   TIGHT                 2

    ITEMS           DESCRIPTION         TOTAL            HOLDS NOW           PROMOTED         HIRED-RELEASED        NOT HIRED

                                  SAMP MET   MODE     SAMP MET   MODE    SAMP MET   MODE    SAMP MET   MODE    SAMP MET   MODE
  REQUIREMENTS
 EDUCATION         READ-WRITE       2    2  MULTI       2    2  MULTI
 MINIMUM AGE          41            2    2   42         2    2   42
 SEX                 MALE           2    2  MALE        2    2  MALE
 PHYSICAL EXAM       YES            2    2   YES        2    2   YES
 POLICE RECORD       NO             2    2   NO         2    2   NO

  PREFERENCES
 MARITAL-STATUS                     2       MULTI       2       MULTI
 EXPERIENCED         YES            2    1  MULTI       2    1  MULTI

  OTHER
 MAXIMUM AGE                        2        64         2        64
 VOCATIONAL TRN                     2        NO         2        NO
 PERFORMANCE                        2     AVERAGE       2     AVERAGE

COMMENTS                     REQUIRE. PORTER,MALE MAID,FEMALE
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   CITY        COMPANY      OCCUPATION      # EMPLOYED IN CO.    # EMPLOYED IN OCC.    STRINGENCY OF OCC.    TOTAL SAMPLE
 CLEVELAND        5        SALES CLERK            1500                  60                   TIGHT                 6

    ITEMS           DESCRIPTION         TOTAL            HOLDS NOW           PROMOTED         HIRED-RELEASED        NOT HIRED

                                  SAMP MET   MODE     SAMP MET   MODE    SAMP MET   MODE    SAMP MET   MODE    SAMP MET   MODE
  REQUIREMENTS
 EDUCATION         H.S.&ABOVE       6    6 H.S.&UP      3    3 H.S.&UP     2    2 H.S.&UP                         1    1 H.S.&UP
 MINIMUM AGE          14            6    6   20         3    3   27        2    2   21                            1    1   20
 PERSONALITY         YES            1        NO                                                                1         NO
 APPEARANCE          YES            2    1  MULTI                          1    1   YES                           1         NO
 ATTITUDE            YES
 TRANSPORTATION      YES
 POLICE RECORD       NO             5    5   NO         3    3   NO        2    2   NO
 FAMILY PLANS        YES

  PREFERENCES
 REFERENCES          JOB            3    2   JOB        2    1  MULTI      1    1   JOB
 EXPERIENCED         YES            5    3   YES        3    2   YES       2    1  MULTI

  OTHER
 MAXIMUM AGE                        6        41         3        41        2        41                            1         20
 MARITAL-STATUS                     6     MARRIED       3     MARRIED      2       MULTI                          1       SINGLE
 SEX                                6     FEMALE        3     FEMALE       2      FEMALE                          1       FEMALE
 VOCATIONAL TRN                     6        NO         3        NO        2        NO                            1         NO
 APPLICATION                        1        NO                                                                   1         NO
 PERFORMANCE                        5     AVERAGE       3     AVERAGE      2       MULTI

COMMENTS                     MARRIAGE REQUIRE.DEPENDS ON DEPT.
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   CITY        COMPANY      OCCUPATION      # EMPLOYED IN CO.    # EMPLOYED IN OCC.    STRINGENCY OF OCC.    TOTAL SAMPLE
 CLEVELAND        6         FILE CLERK            0500                   8                    LOOSE                8

   ITEMS        DESCRIPTION        TOTAL            HOLDS NOW           PROMOTED          HIRED-RELEASED         NOT HIRED

                             SAMP MET   MODE    SAMP MET   MODE    SAMP MET   MODE    SAMP MET   MODE    SAMP MET   MODE
  REQUIREMENTS
 EDUCATION      H.S.&ABOVE     8    7 H.S.&UP    7    6 H.S.&UP                                            1    1 1YR-COL
 REFERENCES      GENERAL
 CREDIT CHECK      YES         8    8   YES      7    7   YES                                              1    1   YES

  PREFERENCES

  OTHER
 MINIMUM AGE                   8        17       7        17                                               1        62
 MAXIMUM AGE                   8        62       7        29                                               1        62
 MARITAL-STATUS                8      MULTI      7      SINGLE                                             1      MARRIED
 SEX                           8      FEMALE     7      FEMALE                                             1      FEMALE
 VOCATIONAL TRN                8        NO       7        NO                                               1        YES
 EXPERIENCED                   6      MULTI      6      MULTI
 GROWTH POTENT                 1        NO                                                                 1        NO
 PERFORMANCE                   7      AVERAGE    7      AVERAGE

COMMENTS
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   CITY        COMPANY      OCCUPATION      # EMPLOYED IN CO.    # EMPLOYED IN OCC.    STRINGENCY OF OCC.    TOTAL SAMPLE
 CLEVELAND        6           PORTER              0500                  11                    TIGHT                6

   ITEMS        DESCRIPTION        TOTAL            HOLDS NOW           PROMOTED          HIRED-RELEASED         NOT HIRED

                             SAMP MET   MODE    SAMP MET   MODE    SAMP MET   MODE    SAMP MET   MODE    SAMP MET   MODE
  REQUIREMENTS
 REFERENCES      GENERAL       1    1   JOB      1    1   JOB
 CREDIT CHECK      YES         3    3   YES      3    3   YES
 POLICE RECORD     NO

  PREFERENCES
 EDUCATION     10GRD&ABOVE     5    4 H.S.&UP    3    2 H.S.&UP                                            2    2  MULTI
 MINIMUM AGE       25          6    6   26       3    3   26                                               3    3   35

  OTHER
 MAXIMUM AGE                   6        64       3        48                                               3        64
 MARITAL-STATUS                6      MARRIED    3      MARRIED                                            3      SINGLE
 SEX                           6       MALE      3       MALE                                              3       MALE
 VOCATIONAL TRN                5        NO       3        NO                                               2        NO
 EXPERIENCED                   5        YES      3        YES                                              2        YES
 GROWTH POTENT                 1        NO                                                                 1        NO
 APPLICATION                   2        NO                                                                 2        NO
 PERFORMANCE                   3      AVERAGE    3      AVERAGE

COMMENTS
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   CITY         COMPANY      OCCUPATION      # EMPLOYED IN CO.     # EMPLOYED IN OCC.     STRINGENCY OF OCC.     TOTAL SAMPLE
 CLEVELAND         6         SALES CLERK           0500                   170                                          14

    ITEMS           DESCRIPTION         TOTAL              HOLDS NOW            PROMOTED            HIRED-RELEASED          NOT HIRED

                                  SAMP MET   MODE      SAMP MET   MODE      SAMP MET   MODE      SAMP MET    'E      SAMP MET   MODE
  REQUIREMENTS
 EDUCATION          H.S.&ABOVE     13   12 H.S.&UP      7    6 H.S.&UP     2    2   MULTI      2    2 H.S.&UP    2    2 H.S.&UP
 REFERENCES          GENERAL        1    1 GENERAL      1    1 GENERAL
 TEST NO SCORE         YES         10    7   YES        4    3   YES       2    2    YES       2    2   YES       2        NO
 CREDIT CHECK          YES         11   11   YES        7    7   YES       2    2    YES       2    2   YES

  PREFERENCES
 MINIMUM AGE           25          14    4   18         7    3   18        2         21        2    1   19        3        19
 REFERENCES            JOB          1    1 GENERAL      1    1 GENERAL
 PERSONALITY           YES          3    3   YES        2    2   YES                           1    1   YES
 APPEARANCE            YES          2        NO                                                1        NO        1        NO

  OTHER
 MAXIMUM AGE                       14        49         7        46        2         22        2        49        3        22
 MARITAL-STATUS                    14      SINGLE       7      SINGLE      2       SINGLE      2       MULTI      3      SINGLE
 SEX                               14      FEMALE       7      FEMALE      2       FEMALE      2      FEMALE      3      FEMALE
 VOCATIONAL TRN                    13        NO         7        NO        2         NO        2        NO        2        NO
 EXPERIENCED                       12        YES        6        YES       2         YES       2        YES       2       MULTI
 GROWTH POTENT                      1        NO                                                                   1        NO
 PERFORMANCE                       11      AVERAGE      7      AVERAGE     2       AVERAGE     2      BLW-AVG

COMMENTS                  T NS ARITHMETIC
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   CITY         COMPANY      OCCUPATION      # EMPLOYED IN CO.     # EMPLOYED IN OCC.     STRINGENCY OF OCC.     TOTAL SAMPLE
 CLEVELAND         7          KEY PUNCH            0900                   22                     TIGHT                 6

    ITEMS           DESCRIPTION         TOTAL              HOLDS NOW            PROMOTED            HIRED-RELEASED          NOT HIRED

                                  SAMP MET   MODE      SAMP MET   MODE      SAMP MET   MODE      SAMP MET   MODE      SAMP MET   MODE
  REQUIREMENTS
 EDUCATION          H.S.&ABOVE      6    6 H.S.&UP      5    5 H.S.&UP     1    1 H.S.&UP
 REFERENCES          GENERAL        6    6 GENERAL      5    5 GENERAL     1    1    JOB
 TEST NO SCORE         YES
 PERSONALITY           YES          3    3   YES        3    3   YES

  PREFERENCES
 VOCATIONAL TRN        YES          6    4   YES        5    3   YES       1    1    YES
 EXPERIENCED           YES          4    2  MULTI       3    1   NO        1    1    YES

  OTHER
 MINIMUM AGE                        6        18         5        18        1         24
 MAXIMUM AGE                        6        41         5        41        1         24
 MARITAL-STATUS                     6       MULTI       5      SINGLE      1       MARRIED
 SEX                                6      FEMALE       5      FEMALE      1       FEMALE
 APPEARANCE                         2        YES        2        YES
 ATTITUDE                           3        YES        3        YES
 PERFORMANCE                        6       MULTI       5      AVERAGE     1       ABV-AVG

COMMENTS
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  CITY        COMPANY      OCCUPATION      # EMPLOYED IN CO.    # EMPLOYED IN OCC.    STRINGENCY OF OCC.    TOTAL SAMPLE
CLEVELAND        7           TYPIST              0900                  75                    TIGHT                 10

   ITEMS           DESCRIPTION         TOTAL            HOLDS NOW          PROMOTED        HIRED-RELEASED       NOT HIRED

                                  SAMP MET   MODE   SAMP MET   MODE   SAMP MET   MODE    SAMP MET    MODE   SAMP MET   MODE
  REQUIREMENTS
EDUCATION           H.S.&ABOVE      9    9 H.S.&UP    4    4 H.S.&UP    3    3 H.S.&UP                        2    2  MULTI
REFERENCES           GENERAL        7    7 GENERAL    4    4 GENERAL    3    3 GENERAL
PHYSICAL EXAM          YES          8    8   YES      5    5   YES      3    3   YES
PERSONALITY            YES          1    1   YES      1    1   YES
APPEARANCE             YES
PLAN TO STAY           YES          1        NO                                                          1          NO

  PREFERENCES
EXPERIENCED            YES          7    2   NO       3        NO       3    1   NO                      1    1    YES
SPECIAL SUBJ           YES

  OTHER
MINIMUM AGE                        10        18       5        18       3        18                      2          18
MAXIMUM AGE                        10        21       5        19       3        21                      2          21
MARITAL-STATUS                     10      SINGLE     5      SINGLE     3      SINGLE                    2        SINGLE
SEX                                10      FEMALE     5      FEMALE     3      FEMALE                    2        FEMALE
VOCATIONAL TRN                     10        NO       5        NO       3        NO                      2          NO
ATTITUDE                            1        YES      1        YES
GROWTH POTENT                       1        NO                                                          1          NO
PERFORMANCE                         8      ABV-AVG    5      AVERAGE    3      ABV-AVG

COMMENTS                   PHYS.WAIVED IF UNDER 30YRS.
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  CITY        COMPANY      OCCUPATION      # EMPLOYED IN CO.    # EMPLOYED IN OCC.    STRINGENCY OF OCC.    TOTAL SAMPLE
CLEVELAND        7       MACH.OP.-CLER.          0900                  35                    LOOSE                  8

   ITEMS           DESCRIPTION         TOTAL            HOLDS NOW          PROMOTED        HIRED-RELEASED       NOT HIRED

                                  SAMP MET   MODE   SAMP MET   MODE   SAMP MET   MODE    SAMP MET    MODE   SAMP MET   MODE
  REQUIREMENTS
EDUCATION           10GRD&ABOVE     8    8 H.S.&UP    4    4 H.S.&UP    1    1 H.S.&UP                    3    3 H.S.&UP
REFERENCES           GENERAL        7    5 GENERAL    4    4  MULTI     1    1 GENERAL                    2          NO
SPECIAL SUBJ           YES          5    5   YES      4    4   YES      1    1   YES
PERSONALITY            YES          5    4   YES      3    3   YES      1    1   YES                      1          NO
TRANSPORTATION         YES
FAMILY PLANS           YES

  PREFERENCES
EDUCATION           H.S.&ABOVE      8    8 H.S.&UP    4    4 H.S.&UP    1    1 H.S.&UP                    3    3 H.S.&UP
SEX                                 8    8 FEMALE     4    4 FEMALE     1    1 FEMALE                     3    3 FEMALE

  OTHER
MINIMUM AGE                         8        17       4        17       1        19                      3          26
MAXIMUM AGE                         8        44       4        44       1        19                      3          40
MARITAL-STATUS                      8      MARRIED    4      MARRIED    1      SINGLE                    3        MARRIED
VOCATIONAL TRN                      8        NO       4        NO       1        NO                      3          NO
EXPERIENCED                         6        YES      3        YES                                       3          YES
CHARACTER                           2       MULTI     1        YES                                       1          NO
APPEARANCE                          1        NO                         1        NO
ATTITUDE                            6        YES      3        YES      1        YES                     2          NO
PLAN TO STAY                        2       MULTI     2       MULTI
PERFORMANCE                         5      AVERAGE    4      AVERAGE    1      ABV-AVG

COMMENTS                   TIGHT FOR NIGHT SHIFT   REQUIRE TRANS.AND PLANS 2 SHIFT
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  CITY        COMPANY     OCCUPATION      # EMPLOYED IN CO.    # EMPLOYED IN OCC.    STRINGENCY OF OCC.    TOTAL SAMPLE
RICHMOND         1       FOOD ASSEMBLY          0100                   10                  TIGHT                10

  ITEMS             DESCRIPTION     TOTAL                 HOLDS NOW              PROMOTED            HIRED-RELEASED         NOT HIRED

                                SAMP MET   MODE       SAMP MET   MODE       SAMP MET   MODE       SAMP MET   MODE       SAMP MET   MODE
 REQUIREMENTS
TEST 1              075            9   5   90            3   3   90                                                        6   2   90
TEST 2              075            6   5   92            3   3   92                                                        3   2   92
MINIMUM AGE         16             5   5   18            3   3   19                                                        2   2   18
REFERENCES          GENERAL        3   1   NO            3   1   NO
APPEARANCE          YES

 PREFERENCES
EXPERIENCED         YES            5   4   YES           3   3   YES                                                       2   1   MULTI

 OTHER
EDUCATION                          5       H.S.&UP       3       H.S.&UP                                                   2       MULTI
MAXIMUM AGE                        5       40            3       40                                                        2       38
MARITAL-STATUS                     8       MARRIED       3       SINGLE                                                    5       MARRIED
SEX                               10       FEMALE        3       FEMALE                                                    7       FEMALE
VOCATIONAL TRN                     4       NO            3       NO                                                        1       NO
CREDIT CHECK                       1       YES           1       YES
PERSONALITY                        1       NO                                                                              1       NO
PLAN TO STAY                       1       NO                                                                              1       NO
FAMILY PLANS                       1       NO                                                                              1       NO
PERFORMANCE                        3       AVERAGE       3       AVERAGE

COMMENTS                        DONT WANT HEAVY PEOPLE
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  CITY        COMPANY     OCCUPATION      # EMPLOYED IN CO.    # EMPLOYED IN OCC.    STRINGENCY OF OCC.    TOTAL SAMPLE
RICHMOND         1       SALES CLERK            0100                   35                  TIGHT                16

  ITEMS             DESCRIPTION     TOTAL                 HOLDS NOW              PROMOTED            HIRED-RELEASED         NOT HIRED

                                SAMP MET   MODE       SAMP MET   MODE       SAMP MET   MODE       SAMP MET   MODE       SAMP MET   MODE
 REQUIREMENTS
TEST 1              075           16  13   100           4   4   100           4   4   100                                 8   5   100
TEST 2              075           15  14   100           4   4   100           4   4   100                                 7   6   100
MINIMUM AGE         16            11  11   16            4   4   16            4   4   19                                  3   3   20
REFERENCES          GENERAL        8   7   GENERAL       4   4   GENERAL       4   3   GENERAL                             3       NO
APPEARANCE          YES            5   2   NO            2   2   YES

 PREFERENCES
MINIMUM AGE         25            11   3   16            4       16            4   3   19                                  3       20
MAXIMUM-AGE         40            11   8   52            4   4   20            4   1   52                                  3   3   21
MARITAL-STATUS      MARRIED       13   5   SINGLE        4       SINGLE        4   3   MARRIED                             5   2   MULTI
EXPERIENCED         YES            9   9   YES           4   4   YES           4   4   YES                                 1   1   YES
PLAN TO STAY        YES
DRAFT I-A           NO

 OTHER
EDUCATION                         10       H.S.&UP       4       H.S.&UP       4       10GR&UP                             2       MULTI
SEX                               16       FEMALE        4       FEMALE        4       FEMALE                              8       FEMALF
VOCATIONAL TRN                    10       NO            4       NO            4       NO                                  2       NO
CHARACTER                          1       YES                                 1       YES
PERSONALITY                        2       YES           1       YES           1       YES
ATTITUDE                           2       YES           1       YES           1       YES
TRANSPORTATION                     1       YES                                 1       YES                                 2       NO
APPLICATION                        2       NO
PERFORMANCE                        8       MULTI         4       AVERAGE       4       ABV-AVG

COMMENTS                        TEST NO SCORE AND TEST 1# ARITH.
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CITY	COMPANY	OCCUPATION	# EMPLOYED IN CO.	# EMPLOYED IN OCC.	STRINGENCY OF OCC.	TOTAL SAMPLE
RICHMOND	2	ORDERLY	1200	50	TIGHT	15

ITEMS	DESCRIPTION	TOTAL			HOLDS NOW			PROMOTED			HIRED-RELEASED			NOT HIRED		
		SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE
REQUIREMENTS																
EDUCATION	10GRD&ABOVE	15	13	H.S.&UP	7	5	H.S.&UP							8	8	MULTI
MINIMUM AGE	18	14	14	18	7	7	26							7	7	18
REFERENCES	JOB	10	6	JOB	6	6	JOB							4		NO
PHYSICAL EXAM	YES	7	7	YES	7	7	YES									
POLICE RECORD	NO	9	7	NO	7	7	NO							2		YES
PREFERENCES																
EDUCATION	H.S.&ABOVE	15	6	H.S.&UP	7	4	H.S.&UP							8	2	MULTI
CHARACTER	YES	3	2	YES	2	2	YES							1		NO
PLAN TO STAY	YES															
OTHER																
MAXIMUM AGE		14		59	7		59							7		40
MARITAL-STATUS		15		SINGLE	7		SINGLE							8		SINGLE
SEX		15		MALE	7		MALE							8		MALE
VOCATIONAL TRN		15		NO	7		NO							8		NO
EXPERIENCED		14		YES	7		YES							7		YES
PERSONALITY		1		YES										1		YES
ATTITUDE		6		NO	1		YES							5		NO
DRAFT I-A		6		NO	6		NO									
APPLICATION		1		NO										1		NO
PERFORMANCE		7		AVERAGE	7		AVERAGE									

COMMENTS WONT HIRE IF ACCUSTOMED TO MORE MONEY

CITY	COMPANY	OCCUPATION	# EMPLOYED IN CO.	# EMPLOYED IN OCC.	STRINGENCY OF OCC.	TOTAL SAMPLE
RICHMOND	2	PORTER	1200	40	TIGHT	19

ITEMS	DESCRIPTION	TOTAL			HOLDS NOW			PROMOTED			HIRED-RELEASED			NOT HIRED		
		SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE
REQUIREMENTS																
EDUCATION	READ-WRITE	19	19	H.S.&UP	8	8	MULTI	2	2	H.S.&UP				9	9	H.S.&UP
REFERENCES	GENERAL	13	7	MULTI	7	6	JOB	2		NO				4	1	NO
PHYSICAL EXAM	YES	10	10	YES	8	8	YES	2	2	YES						
APPEARANCE	YES															
POLICE RECORD	NO	12	10	NO	7	6	NO	2	2	NO				3	2	NO
PREFERENCES																
EDUCATION	10GRD&ABOVE	19	12	H.S.&UP	8	6	MULTI	2	2	H.S.&UP				9	4	H.S.&UP
MINIMUM AGE	21	18	13	19	8	7	19	2	1	20				8	5	19
CHARACTER	YES															
PLAN TO STAY	YES															
OTHER																
MAXIMUM AGE		18		54	8		54	2		32				8		48
MARITAL-STATUS		19		SINGLE	8		SINGLE	2		SINGLE				9		SINGLE
SEX		19		MALE	8		MALE	2		MALE				9		MALE
VOCATIONAL TRN		19		NO	8		NO	2		NO				9		NO
EXPERIENCED		19		YES	8		YES	2		YES				9		YES
PERSONALITY		1		NO										1		NO
ATTITUDE		6		NO	1		NO	1		NO				4		NO
GROWTH POTENT		1		NO	1		NO									
APPLICATION		2		NO										2		NO
PERFORMANCE		10		AVERAGE	8		AVERAGE	2		ABV-AVG						

COMMENTS WONT HIRE IF ACCUSTOMED TO MORE MONEY

CITY	COMPANY	OCCUPATION	# EMPLOYED IN CO.	# EMPLOYED IN OCC.	STRINGENCY OF OCC.	TOTAL SAMPLE
RICHMOND	2	LAB. TECH.	1200	10	LOOSE	8

ITEMS	DESCRIPTION	TOTAL			HOLDS NOW			PROMOTED			HIRED-RELEASED			NOT HIRED		
		SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE
REQUIREMENTS																
EDUCATION	H.S.&ABOVE	8	8	H.S.&UP	7	7	MULTI	1	1	H.S.&UP						
SPECIAL SUBJ	YES	6	6	YES	6	6	YES									
PREFERENCES																
EDUCATION		8	3	H.S.&UP	7	3	MULTI	1		H.S.&UP						
OTHER																
MINIMUM AGE		8		18	7		18	1		32						
MAXIMUM AGE		8		38	7		38	1		32						
MARITAL-STATUS		8		SINGLE	7		SINGLE	1		MARRIED						
REFERENCES		2		GENERAL	1		GENERAL	1		GENERAL						
SEX		8		FEMALE	7		FEMALE	1		FEMALE						
VOCATIONAL TRN		8		YES	7		YES	1		NO						
EXPERIENCED		7		YES	6		YES	1		YES						
PERSONALITY		1		YES				1		YES						
ATTITUDE		1		YES				1		YES						
GROWTH POTENT		1		YES				1		YES						
DRAFT I-A		1		YES	1		YES									
POLICE RECORD		3		NO	3		NO									
PERFORMANCE		8		ABV-AVG	7		ABV-AVG	1		ABV-AVG						

COMMENTS WANT PEOPLE WITH FLAIR FOR WORK

CITY	COMPANY	OCCUPATION	# EMPLOYED IN CO.	# EMPLOYED IN OCC.	STRINGENCY OF OCC.	TOTAL SAMPLE
RICHMOND	3	TYPIST	0900	50	TIGHT	15

ITEMS	DESCRIPTION	TOTAL			HOLDS NOW			PROMOTED			HIRED-RELEASED			NOT HIRED		
		SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE
REQUIREMENTS																
EDUCATION	H.S.&ABOVE	15	15	H.S.&UP	5	5	H.S.&UP	1	1	H.S.&UP				9	9	H.S.&UP
TEST 1	018	9	8	34	4	4	34	1	1	32				4	3	25
TEST 2	040	4	4	50	4	4	50									
REFERENCES	GENERAL	6	6	GENERAL	5	5	GENERAL	1	1	GENERAL						
CREDIT CHECK	YES	6	6	YES	5	5	YES	1	1	YES						
CHARACTER	YES	2	2	YES	1	1	YES	1	1	YES						
PERSONALITY	YES	5	5	YES	4	4	YES	1	1	YES						
APPEARANCE	YES	3	2	YES	1	1	YES	1	1	YES				1		NO
ATTITUDE	YES	6	6	YES	5	5	YES	1	1	YES						
TRANSPORTATION	YES															
POLICE RECORD	NO															
PREFERENCES																
TEST-2	050	4	1	50	4	1	50									
VOCATIONAL TRN	YES	15	5	NO	5	3	YES	1		NO				9	2	NO
EXPERIENCED	YES	15	8	YES	5	4	YES	1		NO				9	4	NO
GROWTH POTENT	YES															
FAMILY PLANS	YES															
.OTHER																
MINIMUM AGE		15		17	5		17	1		17				9		18
MAXIMUM AGE		15		36	5		28	1		17				9		36
MARITAL-STATUS		15		SINGLE	5		SINGLE	1		SINGLE				9		SINGLE
SEX		15		FEMALE	5		FEMALE	1		FEMALE				9		FEMALE
APPLICATION		1		NO										1		NO
PERFORMANCE		6		MULTI	5		AVERAGE	1		ABV-AVG						

COMMENTS

CITY	COMPANY	OCCUPATION	# EMPLOYED IN CO.	# EMPLOYED IN OCC.	STRINGENCY OF OCC.	TOTAL SAMPLE
RICHMOND	3	FILE CLERK	0900	20	TIGHT	18

ITEMS	DESCRIPTION	TOTAL			HOLDS NO.			PROMOTED			HIRED-RELEASED			NOT HIRED		
		SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE
REQUIREMENTS																
EDUCATION	H.S.&ABOVE	18	16	H.S.&UP	8	7	H.S.&UP	1	1	1YR-COL				9	8	H.S.&UP
TEST 1	018	12	10	30	7	6	28	1	1	30				4	3	23
TEST 2	016	9	3	21	5	2	21	1		13				3	1	16
REFERENCES	GENERAL	8	8	MULTI	7	7	JOB	1	1	GENERAL						
CREDIT CHECK	YES	8	8	YES	7	7	YES	1	1	YES						
CHARACTER	YES															
PERSONALITY	YES	5	5	YES	4	4	YES							1	1	YES
APPEARANCE	YES															
ATTITUDE	YES	5	5	YES	5	5	YES									
TRANSPORTATION	YES	1	1	YES										1	1	YES
POLICE RECORD	NO															
PREFERENCES																
VOCATIONAL TRN	YES	18	2	NO	8	1	NO	1		NO				9	1	NO
EXPERIENCED	YES	17	5	NO	8	1	NO	1		NO				8	2	NO
GROWTH POTENT	YES	1	1	YES				1	1	YES						
FAMILY PLANS	YES	2	2	YES	1	1	YES							1	1	YES
OTHER																
MINIMUM AGE		18		18	8		18	1		20				9		18
MAXIMUM AGE		18		41	8		41	1		20				9		37
MARITAL-STATUS		18		MARRIED	8		MULTI	1		SINGLE				9		MARRIED
SEX		18		FEMALE	8		FEMALE	1		FEMALE				9		FEMALE
PHYSICAL EXAM		1		NO										1		NO
APPLICATION		1		NO										1		NO
PERFORMANCE		7		ABV-AVG	6		ABV-AVG	1		AVERAGE						

COMMENTS

CITY	COMPANY	OCCUPATION	# EMPLOYED IN CO.	# EMPLOYED IN OCC.	STRINGENCY OF OCC.	TOTAL SAMPLE
RICHMOND	3	MACH.OP.-CLER.	0900	15	TIGHT	11

ITEMS	DESCRIPTION	TOTAL			HOLDS NO.			PROMOTED			HIRED-RELEASED			NOT HIRED		
		SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE
REQUIREMENTS																
EDUCATION	H.S.&ABOVE	11	10	H.S.&UP	8	7	H.S.&UP							3	3	H.S.&UP
TEST 1	018	9	8	26	8	7	24							1	1	26
TEST 2	016	7	3	22	6	3	22							1		11
REFERENCES	GENERAL	5	4	MULTI	4	4	MULTI							1		NO
CREDIT CHECK	YES	8	8	YES	8	8	YES									
ANY SHIFT	YES															
ATTITUDE	YES															
TRANSPORTATION	YES															
POLICE RECORD	NO															
PREFERENCES																
VOCATIONAL TRN	YES	11	1	NO	8	1	NO							3		NO
EXPERIENCED	YES	11	2	NO	8	1	NO							3	1	NO
CHARACTER	YES															
PERSONALITY	YES															
APPEARANCE	YES															
GROWTH POTENT	YES	1		NO										1		NO
FAMILY PLANS	YES															
OTHER																
MINIMUM AGE		11		17	8		17							3		20
MAXIMUM AGE		11		29	8		29							3		28
MARITAL-STATUS		11		MULTI	6		SINGLE							3		MARRIED
SEX		11		FEMALE	8		FEMALE							3		FEMALE
PERFORMANCE		7		AVERAGE	7		AVERAGE									

COMMENTS

CITY	COMPANY	OCCUPATION	# EMPLOYED IN CO.	# EMPLOYED IN OCC.	STRINGENCY OF OCC.	TOTAL SAMPLE
RICHMOND	4	PORTER	1400	50	TIGHT	15

ITEMS	DESCRIPTION	TOTAL			HOLDS NOW			PROMOTED			HIRED-RELEASED			NOT HIRED		
		SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE
REQUIREMENTS																
EDUCATION	READ-WRITE	15	15	H.S.&UP	8	8	H.S.&UP	1	1	H.S.&UP				6	6	H.S.&UP
REFERENCES	GENERAL	12	9	JOB	8	8	JOB	1	1	JOB				3		NO
PHYSICAL EXAM	YES	9	9	YES	8	8	YES	1	1	YES						
CREDIT CHECK	YES	11	10	YES	8	8	YES	1	1	YES				2	1	MULTI
CHARACTER	YES	8	8	YES	7	7	YES	1	1	YES						
ATTITUDE	YES	5	2	NO	2	2	YES							3		NO
POLICE RECORD	NO	11	6	NO	8	5	NO	1	1	NO				2		YES
PREFERENCES																
EDUCATION	H.S.&ABOVE	15	6	H.S.&UP	8	2	H.S.&UP	1	1	H.S.&UP				6	3	H.S.&UP
MARITAL-STATUS	MARRIED	15	14	MARRIED	8	7	MARRIED	1	1	MARRIED				6	6	MARRIED
EXPERIENCED	YES	15	10	YES	8	7	YES	1	1	YES				6	2	NO
GROWTH POTENT	YES															
OTHER																
TEST 1		4		15	3		12	1		15						
MINIMUM AGE		15		20	8		23	1		20				6		21
MAXIMUM AGE		15		44	8		41	1		20				6		44
SEX		15		MALE	8		MALE	1		MALE				6		MALE
VOCATIONAL TRN		15		NO	8		NO	1		NO				6		NO
DRAFT 1-A		11		NO	7		NO							4		NO
PERFORMANCE		9		ABV-AVG	8		ABV-AVG	1		ABV-AVG						

COMMENTS WEIGHT REG

CITY	COMPANY	OCCUPATION	# EMPLOYED IN CO.	# EMPLOYED IN OCC.	STRINGENCY OF OCC.	TOTAL SAMPLE
RICHMOND	4	MACH.OP.-IND.	1400	45	LOOSE	20

ITEMS	DESCRIPTION	TOTAL			HOLDS NOW			PROMOTED			HIRED-RELEASED			NOT HIRED		
		SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE
REQUIREMENTS																
TEST 1	059	16	2	61	6	1	61				3		55	7	1	60
TEST 2	026	2	1	36	2	1	36									
REFERENCES	JOB	5	5	JOB	4	4	JOB				1	1	JOB			
SEX	MALE	20	20	MALE	8	8	MALE				4	4	MALE	8	8	MALE
PHYSICAL EXAM	YES	14	12	YES	8	8	YES				4	4	YES	2		NO
CREDIT CHECK	YES	12	12	YES	8	8	YES				4	4	YES			
ANY SHIFT	YES	12	12	YES	8	8	YES				4	4	YES			
POLICE RECORD	NO	8	8	NO	8	8	NO									
PREFERENCES																
EDUCATION	H.S.&ABOVE	20	14	H.S.&UP	8	6	H.S.&UP				4	3	H.S.&UP	8	5	H.S.&UP
TEST-1	068	16		61	6		61				3		55	7		60
TEST-2	032	2	1	36	2	1	36									
EXPERIENCED	YES	19	11	YES	8	5	YES				3	3	YES	8	3	NO
GROWTH POTENT	YES															
DRAFT 1-A	NO	20	19	NO	8	7	NO				4	4	NO	8	8	NO
OTHER																
MINIMUM AGE		20		19	8		19				4		22	8		19
MAXIMUM AGE		20		34	8		34.				4		30	8		28
MARITAL-STATUS		20		MARRIED	8		MARRIED				4		MARRIED	8		MULTI
VOCATIONAL TRN		20		NO	8		NO				4		NO	8		NO
CHARACTER		5		YES	3		YES				1		YES	1		NO
ATTITUDE		2		YES	2		YES									
PERFORMANCE		12		BLW-AVG	8		AVERAGE				4		BLW-AVG			

COMMENTS WEIGHT REQ TEST CHANGES HT FL. ED REQ LESS THAN HS

CITY	COMPANY	OCCUPATION	# EMPLOYED IN CO.	# EMPLOYED IN OCC.	STRINGENCY OF OCC.	TOTAL SAMPLE
RICHMOND	4	FOOD ASSEMBLY	1400	38	TIGHT	5

ITEMS	DESCRIPTION	TOTAL			HOLDS NOW			PROMOTED			HIRED-RELEASED			NOT HIRED		
		SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE
REQUIREMENTS																
EDUCATION	H.S.&ABOVE	5	4	H.S.&UP	3	3	H.S.&UP							2	1	MULTI
TEST 2	006	3	2	8	2	2	9							1		2
REFERENCES	GENERAL	3	3	JOB	3	3	JOB									
PHYSICAL EXAM	YES	3	3	YES	3	3	YES									
CREDIT CHECK	YES	3	3	YES	3	3	YES									
EXPERIENCED	YES	5	2	NO	3	1	NO							2	1	MULTI
CHARACTER	YES	2	2	YES	2	2	YES									
PERSONALITY	YES															
APPEARANCE	YES	1	1	YES	1	1	YES									
ATTITUDE	YES	1	1	YES	1	1	YES									
GROWTH POTENT	YES															
POLICE RECORD	NO	1		YES										1		YES
PREFERENCES																
TEST-1	018	2		34	2		34									
MAXIMUM-AGE	40	5	4	47	3	3	35							2	1	47
TRANSPORTATION	YES	1	1	YES	1	1	YES									
FAMILY PLANS	YES	1	1	YES										1	1	YES
OTHER																
TEST 1		2		34	2		34									
MINIMUM AGE		5		25	3		25							2		27
MARITAL-STATUS		5		MARRIED	3		MARRIED							2		MARRIED
SEX		5		FEMALE	3		FEMALE							2		MULTI
VOCATIONAL TRN		5		NO	3		NO							2		NO
DRAFT 1-A		2		NO	1		NO							1		NO
PERFORMANCE		3		AVERAGE	3		AVERAGE									

COMMENTS WEIGHT REQ SUPERVISOR CRUCIAL

CITY	COMPANY	OCCUPATION	# EMPLOYED IN CO.	# EMPLOYED IN OCC.	STRINGENCY OF OCC.	TOTAL SAMPLE
RICHMOND	5	TYPIST	0700	28	TIGHT	19

ITEMS	DESCRIPTION	TOTAL			HOLDS NOW			PROMOTED			HIRED-RELEASED			NOT HIRED		
		SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE
REQUIREMENTS																
EDUCATION	H.S.&ABOVE	19	19	H.S.&UP	8	8	H.S.&UP	3	3	H.S.&UP				8	8	H.S.&UP
TEST 1	085	19	17	139	8	8	104	3	3	139				8	6	124
TEST 2	035	19	13	52	8	8	45	3	3	52				8	2	40
REFERENCES	GENERAL	8	7	GENERAL	5	5	GENERAL	2	2	GENERAL				1		NO
PHYSICAL EXAM	YES	11	11	YES	8	8	YES	3	3	YES						
APPEARANCE	YES	1	1	YES	1	1	YES									
FAMILY PLANS	YES															
PREFERENCES																
TEST-1	100	19		139	8		104	3		139				8		124
TEST-2	040	19	5	52	8	2	45	3	1	52				8	2	40
CHARACTER	YES	4	4	YES	4	4	YES									
PERSONALITY	YES	4	4	YES	2	2	YES	2	2	YES						
ATTITUDE	YES	4	4	YES	2	2	YES	2	2	YES						
GROWTH POTENT	YES															
OTHER																
MINIMUM AGE		19		17	8		18	3		17				8		18
MAXIMUM AGE		19		24	8		24	3		20				8		21
MARITAL-STATUS		19		SINGLE	8		MULTI	3		SINGLE				8		SINGLE
SEX		19		FEMALE	8		FEMALE	3		FEMALE				8		FEMALE
VOCATIONAL TRN		19		NO	8		NO	3		NO				8		NO
EXPERIENCED		18		NO	7		YES	3		NO				8		NO
PERFORMANCE		11		AVERAGE	8		AVERAGE	3		AVERAGE						

COMMENTS

CITY	COMPANY	OCCUPATION	# EMPLOYED IN CO.	# EMPLOYED IN OCC.	STRINGENCY OF OCC.	TOTAL SAMPLE
RICHMOND	5	FILE CLERK	0700	45	TIGHT	23

ITEMS	DESCRIPTION	TOTAL			HOLDS NOW			PROMOTED			HIRED-RELEASED			NOT HIRED		
		SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	*	SAMP	MET	MODE
REQUIREMENTS																
EDUCATION	H.S.&ABOVE	23	23	H.S.&UP	8	8	H.S.&UP	8	8	H.S.&UP				7	7	H.S.&UP
TEST 1	075	23	17	135	8	8	135	8	8	102				7	1	76
REFERENCES	GENERAL	6	6	MULTI	2	2	GENERAL	4	4	JOB						
PHYSICAL EXAM	YES	16	16	YES	8	8	YES	8	8	YES						
APPEARANCE	YES															
FAMILY PLANS	YES															
PREFERENCES																
TEST-1	100	23		135	8		135	8		102				7		76
CHARACTER	YES	1	1	YES	1	1	YES									
PERSONALITY	YES															
ATTITUDE	YES	5	5	YES	1	1	YES	4	4	YES						
GROWTH POTENT	YES															
OTHER																
TEST 2		1		21												
MINIMUM AGE		23		17	8		18	8		17				7		18
MAXIMUM AGE		23		29	8		29	8		24				7		29
MARITAL-STATUS		23		SINGLE	8		SINGLE	8		MARRIED				7		MARRIED
SEX		23		FEMALE	8		FEMALE	8		FEMALE				7		FEMALE
VOCATIONAL TRN		23		NO	8		NO	8		NO				7		NO
EXPERIENCED		23		NO	8		NO	8		MULTI				7		NO
PLAN TO STAY		1		NO										1		NO
PERFORMANCE		16		AVERAGE	8		AVERAGE	8		AVERAGE						

COMMENTS

CITY	COMPANY	OCCUPATION	# EMPLOYED IN CO.	# EMPLOYED IN OCC.	STRINGENCY OF OCC.	TOTAL SAMPLE
RICHMOND	5	MACH.OP.-CLER.	0700	18	LOOSE	7

ITEMS	DESCRIPTION	TOTAL			HOLDS NOW			PROMOTED			HIRED-RELEASED			NOT HIRED		
		SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE
REQUIREMENTS																
EDUCATION	H.S.&ABOVE	7	7	H.S.&UP	3	3	H.S.&UP							4	4	MULTI
TEST 1	090	7	1	97	3	1	97							4		70
TEST 2	040	2	1	43	1	1	43							1		21
REFERENCES	GENERAL															
PHYSICAL EXAM	YES	3	3	YES	3	3	YES									
APPEARANCE	YES															
FAMILY PLANS	YES															
PREFERENCES																
TEST-1	100	7		97	3		97							4		70
TEST-2	045	2		43	1		43							1		21
CHARACTER	YES															
PERSONALITY	YES															
ATTITUDE	YES															
GROWTH POTENT	YES															
OTHER																
MINIMUM AGE		7		17	3		17							4		20
MAXIMUM AGE		7		35	3		22							4		35
MARITAL-STATUS		7		MARRIED	3		MARRIED							4		MARRIED
SEX		7		FEMALE	3		FEMALE							4		FEMALE
VOCATIONAL TRN		7		NO	3		NO							4		NO
EXPERIENCED		7		YES	3		YES							4		MULTI
PERFORMANCE		3		AVERAGE	3		AVERAGE									

COMMENTS

CITY	COMPANY	OCCUPATION	# EMPLOYED IN CO.	# EMPLOYED IN OCC.	STRINGENCY OF OCC.	TOTAL SAMPLE
RICHMOND	6	MACH.OP.-IND.	2800	310	TIGHT	32

ITEMS	DESCRIPTION	TOTAL			HOLDS NOW			PROMOTED			HIRED-RELEASED			NOT HIRED		
		SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE
REQUIREMENTS																
TEST 1	080	20	20	112	6	6	108	8	8	112	6	6	112			
TEST 2	150	12	7	230	5	5	230				3	2	195	4		137
MINIMUM AGE	18	32	32	18	8	8	20	8	8	18	8	8	18	8	8	22
REFERENCES	GENERAL	30	27	GENERAL	8	8	GENERAL	8	8	GENERAL	8	8	GENERAL	6	3	MULTI
PHYSICAL EXAM	YES	24	24	YES	8	8	YES	8	8	YES	8	8	YES			
ANY SHIFT	YES	24	24	YES	8	8	YES	8	8	YES	8	8	YES			
CHARACTER	YES	20	20	YES	8	8	YES	5	5	YES	4	4	YES	3	3	YES
APPEARANCE	YES	24	19	YES	6	6	YES	8	5	YES	5	4	YES	5	4	YES
ATTITUDE	YES	19	18	YES	7	7	YES	5	5	YES	5	5	YES	2	1	MULTI
PLAN TO STAY	YES															
POLICE RECORD	NO	26	26	NO	7	7	NO	8	8	NO	8	8	NO	3	3	NO
FAMILY PLANS	YES															
APPLICATION	YES	1		NO										1		NO
PREFERENCES																
EDUCATION	H.S.&ABOVE	32	28	H.S.&UP	8	8	MULTI	8	8	H.S.&UP	8	7	H.S.&UP	8	5	H.S.&UP
GROWTH POTENT	YES	6	4	YES	1	1	YES	4	3	YES				1		NO
DRAFT I-A	NO	19	17	NO	4	4	NO	6	6	NO	7	6	NO	2	1	MULTI
OTHER																
MAXIMUM AGE		32		29	8		29	8		26	8		27	8		29
MARITAL-STATUS		32		SINGLE	8		MARRIED	8		SINGLE	8		SINGLE	8		MARRIED
SEX		32		MALE	8		MULTI	8		MALE	8		MALE	8		FEMALE
VOCATIONAL TRN		32		NO	8		NO	8		NO	8		NO	8		NO
EXPERIENCED		32		NO	8		NO	8		NO	8		NO	8		NO
PERSONALITY		5		YES	1		YES	1		YES	1		YES	2		YES
TRANSPORTATION		1		YES										1		YES
PERFORMANCE		24		BLW-AVG	8		AVERAGE	8		ABV-AVG	8		BLW-AVG			

COMMENTS TEST CHANGE FAMILY PREF YOUNG PREF

CITY	COMPANY	OCCUPATION	# EMPLOYED IN CO.	# EMPLOYED IN OCC.	STRINGENCY OF OCC.	TOTAL SAMPLE
RICHMOND	6	MACH.OP.-CLER.	2800	8	TIGHT	14

ITEMS	DESCRIPTION	TOTAL			HOLDS NOW			PROMOTED			HIRED-RELEASED			NOT HIRED		
		SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE
REQUIREMENTS																
EDUCATION	H.S.&ABOVE	14	14	H.S.&UP	5	5	H.S.&UP	1	1	H.S.&UP				8	8	H.S.&UP
TEST 1	142	11	5	196	4	4	171	1	1	196				6		130
MINIMUM AGE	18	14	14	18	5	5	18	1	1	20				8	8	19
REFERENCES	GENERAL	6	6	GENERAL	5	5	GENERAL	1	1	GENERAL						
PHYSICAL EXAM	YES	6	6	YES	5	5	YES	1	1	YES						
ANY SHIFT	YES	12	10	YES	5	5	YES	1	1	YES				6	4	YES
CHARACTER	YES	3	3	YES	2	2	YES	1	1	YES						
APPEARANCE	YES	6	5	YES	4	3	YES							2	2	YES
ATTITUDE	YES	6	6	YES	4	4	YES	1	1	YES				1	1	YES
POLICE RECORD	NO	6	6	NO	5	5	NO	1	1	NO						
FAMILY PLANS	YES															
APPLICATION	YES															
PREFERENCES																
VOCATIONAL TRN	YES	13	4	NO	5	1	NO	1	1	YES				7	2	NO
EXPERIENCED	YES	14	7	MULTI	5	4	YES	1		NO				8	3	NO
SPECIAL SUBJ	YES	4	4	YES	1	1	YES	1	1	YES				2	2	YES
PLAN TO STAY	YES															
OTHER																
TEST 2		4		145												
MAXIMUM AGE		14		26	5		24	1		20				8		26
MARITAL-STATUS		14		SINGLE	5		MARRIED	1		SINGLE				8		SINGLE
SEX		14		FEMALE	5		FEMALE	1		FEMALE				8		FEMALE
PERSONALITY		4		YES	3		YES	1		YES						
GROWTH POTENT		3		YES	2		YES	1		YES						
PERFORMANCE		6		AVERAGE	5		AVERAGE	1		AVERAGE						

COMMENTS DEXTERITY KEYPUNCH COURSE SPECIFIC SUBJECT PREF KEYPUNCH OR TYPING

CITY	COMPANY	OCCUPATION	# EMPLOYED IN CO.	# EMPLOYED IN OCC.	STRINGENCY OF OCC.	TOTAL SAMPLE
INDIANAPOLIS	1	FOOD ASSEMBLY	2200	78	TIGHT	20

ITEMS	DESCRIPTION	TOTAL			HOLDS NOW			PROMOTED			HIRED-RELEASED			NOT HIRED		
		SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE
REQUIREMENTS																
EDUCATION	3GRD&ABOVE	19	19	H.S.&UP	5	5	H.S.&UP	8	8	H.S.&UP				6	6	H.S.&UP
MINIMUM AGE	18	20	20	18	5	5	19	8	8	20				7	7	18
MAXIMUM AGE	50	20	20	43	5	5	43	8	8	36				7	7	38
PHYSICAL EXAM	YES	13	13	YES	5	5	YES	8	8	YES						
ANY SHIFT	YES	3	2	YES	2	2	YES							1		NO
APPEARANCE	YES	12	9	YES	1	1	YES	6	6	YES				5	2	NO
PLAN TO STAY	YES	1		NO				1		NO						
TRANSPORTATION	YES	3	3	YES				1	1	YES				2	2	YES
FAMILY PLANS	YES	6	6	YES				2	2	YES				4	4	YES
APPLICATION	YES	1		NO	1		NO									
PREFERENCES																
EDUCATION	10GRD&ABOVE	19	17	H.S.&UP	5	3	H.S.&UP	8	8	H.S.&UP				6	6	H.S.&UP
SEX		20	20	FEMALE	5	5	FEMALE	8	8	FEMALE				7	7	FEMALE
EXPERIENCED	YES	20	10	MULTI	5	1	NO	8	4	MULTI				7	5	YES
GROWTH POTENT	YES	1	1	YES				1	1	YES						
OTHER																
MARITAL-STATUS		20		MARRIED	5		MARRIED	8		MULTI				7		MARRIED
REFERENCES		8		NO	1		GENERAL							7		NO
VOCATIONAL TRN		20		NO	5		NO	8		NO				7		NO
CHARACTER		3		YES	2		YES							1		YES
PERSONALITY		16		YES	3		YES	7		YES				6		YES
ATTITUDE		6		NO				1		YES				5		NO
PERFORMANCE		13		AVERAGE	5		AVERAGE	8		AVERAGE						

COMMENTS

CITY	COMPANY	OCCUPATION	# EMPLOYED IN CO.	# EMPLOYED IN OCC.	STRINGENCY OF OCC.	TOTAL SAMPLE
INDIANAPOLIS	1	NURSE AID	2200	250	LOOSE	17

ITEMS	DESCRIPTION	TOTAL			HOLDS NOW			PROMOTED			HIRED-RELEASED			NOT HIRED		
		SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE
REQUIREMENTS																
EDUCATION	9GRD&ABOVE	16	13	H.S.&UP	5	4	10GR&UP	7	6	H.S.&UP				4	3	10GR&UP
REFERENCES	JOB	6	3	NO	2	2	MULTI							4	1	NO
SEX	FEMALE	17	17	FEMALE	5	5	FEMALE	8	8	FEMALE				4	4	FEMALE
PHYSICAL EXAM	YES	13	13	YES	5	5	YES	8	8	YES						
ANY SHIFT	YES															
APPEARANCE	YES	9	9	YES	2	2	YES	5	5	YES				2	2	YES
ATTITUDE	YES	5	4	YES	2	2	YES	1	1	YES				2	1	MULTI
PLAN TO STAY	YES	1		NO				1		NO						
PREFERENCES																
EXPERIENCED	YES	17	4	NO	5	2	NO	8	2	NO				4		NO
OTHER																
MINIMUM AGE		17		18	5		20	8		19				4		18
MAXIMUM AGE		17		46	5		46	8		46				4		45
MARITAL-STATUS		17		MARRIED	5		MARRIED	8		MARRIED				4		MARRIED
VOCATIONAL TRN		17		NO	5		NO	8		YES				4		NO
PERSONALITY		11		YES	2		YES	5		YES				4		YES
GROWTH POTENT		2		YES	1		YES	1		YES						
TRANSPORTATION		2		YES	1		YES							1		YES
FAMILY PLANS		1		YES				1		YES						
PERFORMANCE		13		AVERAGE	5		AVERAGE	8		AVERAGE						

COMMENTS

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     CITY         COMPANY      OCCUPATION     # EMPLOYED IN CO.    # EMPLOYED IN OCC.    STRINGENCY OF OCC.    TOTAL SAMPLE
INDIANAPOLIS         1         LAB. TECH.            2200                  20                   LOOSE                10

   ITEMS          DESCRIPTION         TOTAL               HOLDS NOW            PROMOTED          HIRED-RELEASED         NOT HIRED

                              SAMP  MET MODE       SAMP  MET MODE       SAMP  MET MODE       SAMP  MET MODE       SAMP  MET MODE
 REQUIREMENTS
EDUCATION         H.S.&ABOVE    10    8 H.S.&UP       3    3 H.S.&UP       2    2 MULTI                                 5    3 H.S.&UP
REFERENCES        GENERAL        7    3 NO            2    1 MULTI                                                      5    2 NO
PHYSICAL EXAM     YES            6    5 YES           3    3 YES           2    2 YES                                   1      NO
GROWTH POTENT     YES
PLAN TO STAY      YES
APPLICATION       YES

 PREFERENCES
EDUCATION                       10    1 H.S.&UP       3      H.S.&UP       2    1 MULTI                                 5      H.S.&UP
MINIMUM AGE       18            10   10 18            3    3 18            2    2 19                                    5    5 19
MAXIMUM-AGE       30            10    8 48            3    3 20            2    2 20                                    5    3 48
SEX                             10   10 FEMALE        3    3 FEMALE        2    2 FEMALE                                5    5 FEMALE
EXPERIENCED       YES           10    3 NO            3      NO            2    2 YES                                   5    1 NO
SPECIAL SUBJ      YES
ATTITUDE          YES            4    1 NO            2    1 MULTI                                                      2      NO
DRAFT I-A         NO

 OTHER
MARITAL-STATUS                   9      SINGLE        3      SINGLE        1      SINGLE                                5      SINGLE
VOCATIONAL TRN                  10      NO            3      NO            2      NO                                    5      NO
ANY SHIFT                        1      YES           1      YES
PERSONALITY                      7      YES           3      YES                                                        4      YES
APPEARANCE                       6      YES           3      YES                                                        3      YES
FAMILY PLANS                     1      YES                                                                             1      YES
PERFORMANCE                      5      MULTI         3      AVERAGE       2      ABV-AVG

COMMENTS
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     CITY         COMPANY      OCCUPATION     # EMPLOYED IN CO.    # EMPLOYED IN OCC.    STRINGENCY OF OCC.    TOTAL SAMPLE
INDIANAPOLIS         2         KEY PUNCH             1600                  12                   TIGHT                17

   ITEMS          DESCRIPTION         TOTAL               HOLOS NOW            PROMOTED          HIRED-RELEASED         NOT HIRED

                              SAMP  MET MODE       SAMP  MET MODE       SAMP  MET MODE       SAMP  MET MODE       SAMP  MET MODE
 REQUIREMENTS
EDUCATION         H.S.&ABOVE    17   16 H.S.&UP       7    7 H.S.&UP       3    3 H.S.&UP       2    2 H.S.&UP       5    4 H.S.&UP
MAXIMUM AGE       55            17   17 30            7    7 21            3    3 28            2    2 28            5    5 30
PERSONALITY       YES            5    4 YES           2    2 YES           1    1 YES                                  2    1 MULTI
APPEARANCE        YES            3    2 YES                                1    1 YES           1    1 YES           1      NO
ATTITUDE          YES            5    4 YES           2    2 YES           1    1 YES           2    1 MULTI
PLAN TO STAY      YES
DRAFT I-A         NO
APPLICATION       YES

 PREFERENCES
TEST-1            008           14      3             6      2             3      2             2      1             3      3
REFERENCES                      13   11 GENERAL       6    6 GENERAL       3    3 GENERAL       2    1 MULTI         2    1 MULTI
SEX                             17   17 FEMALE        7    7 FEMALE        3    3 FEMALE        2    2 FEMALE        5    5 FEMALE
VOCATIONAL TRN    YES           17    3 NO            7    1 NO            3      NO            2    1 MULTI         5    1 NO
EXPERIENCED       YES           13    3 NO            5      NO            2    1 MULTI         2    1 MULTI         4    1 NO
SPECIAL SUBJ      YES
GROWTH POTENT     YES

 OTHER
TEST 1                          14      3             6      2             3      2             2      1             3      3
MINIMUM AGE                     17      17            7      17            3      19            2      18            5      17
MARITAL-STATUS                  17      SINGLE        7      SINGLE        3      SINGLE        2      MULTI         5      SINGLE
CHARACTER                        1      YES                                                     1      YES
FAMILY PLANS                     1      YES           1      YES
PERFORMANCE                     12      AVERAGE       7      AVERAGE       3      AVERAGE       2      BLW-AVG

COMMENTS                      WILL HIRE NONGRAD IN OLDER AGE GROUP  TEST  8 OR BETTER BONDINGCHECK
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CITY	COMPANY	OCCUPATION	# EMPLOYED IN CO.	# EMPLOYED IN OCC.	STRINGENCY OF OCC.	TOTAL SAMPLE
INDIANAPOLIS	2	TYPIST	1600	5	LOOSE	21

ITEMS	DESCRIPTION	TOTAL			HOLDS NOW			PROMOTED			HIRED-RELEASED			NOT HIRED		
		SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE
REQUIREMENTS																
EDUCATION	H.S.&ABOVE	20	20	H.S.&UP	6	6	H.S.&UP	4	4	H.S.&UP	3	3	H.S.&UP	7	7	H.S.&UP
TEST 1	050	12	5	50	3	2	50	3	3	50	3		46	3		38
TEST 2	030	12	8	55	3	3	55	2	2	43	3	3	45	4		25
MAXIMUM AGE	55	20	20	38	6	6	21	4	4	21	3		20	7	7	38
VOCATIONAL TRN	YES	20	2	NO	6		NO	4	1	NO	3		NO	7	1	NO
SPECIAL SUBJ	YES	13	13	YES	6	6	YES	2	2	YES	1	1	YES	4	4	YES
PERSONALITY	YES	7	7	YES	3	3	YES	2	2	YES	1	1	YES	1	1	YES
APPEARANCE	YES	12	8	YES	3	2	YES	2	2	YES	2	2	YES	5	2	NO
ATTITUDE	YES	9	5	YES	3	2	YES	2	2	YES	1	1	YES	3		NO
PLAN TO STAY	YES	1		NO										1		NO
APPLICATION	YES															
PREFERENCES																
EDUCATION	1YR.COLLEGE	20	4	H.S.&UP	6	1	H.S.&UP	4	1	H.S.&UP	3		H.S.&UP	7	2	H.S.&UP
EXPERIENCED	YES	16	4	NO	4	2	MULTI	4	1	NO	2		NO	6	1	NO
GROWTH POTENT	YES															
OTHER																
MINIMUM AGE		20		17	6		18	4		17	3		18	7		18
MARITAL-STATUS		20		SINGLE	6		MULTI	4		SINGLE	3		SINGLE	7		SINGLE
REFERENCES		13		GENERAL	6		GENERAL	4		GENERAL	2		GENERAL	1		NO
SEX		20		FEMALE	6		FEMALE	4		FEMALE	3		FEMALE	7		FEMALE
CHARACTER		1		YES										1		YES
PERFORMANCE		13		MULTI	6		MULTI	4		MULTI	3		BLW-AVG			

COMMENTS NONGRADS HIRED IF OLDER ASSUME EQUIVALENCY 4TESTS1TYPING2MATH
3NUMBER PERCEPTION REQ GOOD SIGHT NORMAL HEARING NO PHYSICAL

CITY	COMPANY	OCCUPATION	# EMPLOYED IN CO.	# EMPLOYED IN OCC.	STRINGENCY OF OCC.	TOTAL SAMPLE
INDIANAPOLIS	2	MACH.OP.-CLER.	1600	13	TIGHT	20

ITEMS	DESCRIPTION	TOTAL			HOLDS NOW			PROMOTED			HIRED-RELEASED			NOT HIRED		
		SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE
REQUIREMENTS																
EDUCATION	H.S.&ABOVE	19	18	H.S.&UP	4	4	H.S.&UP	3	3	1YR-COL	5	5	MULTI	7	6	H.S.&UP
MAXIMUM AGE	55	19	19	33	4	4	28	3	3	28	5	5	29	7	7	33
VOCATIONAL TRN	YES	19	11	YES	4	3	YES	3	1	NO	5	4	YES	7	3	NO
PERSONALITY	YES	4	3	YES	2	2	YES	1	1	YES				1		NO
APPEARANCE	YES	7	6	YES							2	2	YES	5	4	YES
ATTITUDE	YES	7	6	YES	1	1	YES	2	2	YES	1	1	YES	3	2	YES
PLAN TO STAY	YES															
DRAFT I-A	NO	11	11	NO	2	2	NO	2	2	NO	1	1	NO	6	6	NO
APPLICATION	YES	1		NO							1		NO			
PREFERENCES																
TEST-1	024	19		42	4		37	3		42	5		38	7		40
TEST-2	ALL	19	19	57	4	4	57	3	3	42	5	5	48	7	7	32
TEST NO SCORE	YES	13	13	YES	4	4	YES	3	3	YES	4	4	YES	2	2	YES
EXPERIENCED	YES	16	4	NO	4	2	MULTI	3		NO	3		NO	6	2	NO
GROWTH POTENT	YES	1	1	YES	1	1	YES									
OTHER																
TEST 1		19		42	4		37	3		42	5		38	7		40
TEST 2		19		57												
MINIMUM AGE		19		17	4		17	3		21	5		20	7		20
MARITAL-STATUS		19		MARRIED	4		MULTI	3		MARRIED	5		SINGLE	7		MARRIED
REFERENCES		14		GENERAL	4		JOB	3		GENERAL	4		GENERAL	3		MULTI
SEX		19		MALE	4		MALE	3		MALE	5		MALE	7		MALE
ANY SHIFT		3		YES	1		YES				2		YES			
CHARACTER		3		YES				1		YES				2		MULTI
PERFORMANCE		12		MULTI	4		AVERAGE	3		AVERAGE	5		BLW-AVG			

COMMENTS PREF. T1 24 T2 ALL CORRECT MACH APT NOSCORE

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    CITY         COMPANY      OCCUPATION      # EMPLOYED IN CO.    # EMPLOYED IN OCC.    STRINGENCY OF OCC.    TOTAL SAMPLE
INDIANAPOLIS        3          KEY PUNCH             4100                  9                   TIGHT                 10

     ITEMS          DESCRIPTION         TOTAL               HOLDS NOW             PROMOTED           HIRED-RELEASED          NOT HIRED

                                  SAMP MET   MODE      SAMP MET   MODE      SAMP MET   MODE      SAMP MET   MODE      SAMP MET   MODE
  REQUIREMENTS
 EDUCATION          H.S.&ABOVE     10   10 H.S.&UP      3    3 H.S.&UP                                                  7    7 H.S.&UP
 REFERENCES
 VOCATIONAL TRN        YES         10    7   YES        3    2   YES                                                    7    5   YES
 TEST NO SCORE         YES
 PHYSICAL EXAM         YES         10   10   YES        3    3   YES                                                    7    7   YES
 CREDIT CHECK          YES
 SPECIAL SUBJ          YES
 ANY SHIFT             YES          1        NO                                                                         1        NO
 CHARACTER             YES
 ATTITUDE              YES          5    4   YES        1    1   YES                                                    4    3   YES
 TRANSPORTATION        YES
 POLICE RECORD         NO
 APPLICATION           YES         10    9   YES        3    3   YES                                                    7    6   YES

  PREFERENCES
 MINIMUM AGE           25          10    6   19         3    2   20                                                     7    4   19
 MAXIMUM-AGE           45          10   10   37         3    3   35                                                     7    7   37
 EXPERIENCED           YES         10    7   YES        3    3   YES                                                    7    4   YES
 FAMILY PLANS          YES

  OTHER
 MARITAL-STATUS                    10      MARRIED      3      MARRIED                                                  7      MARRIED
 SEX                               10      FEMALE       3      FEMALE                                                   7      FEMALE
 PERSONALITY                        6        YES        1        YES                                                    5        YES
 APPEARANCE                         6        YES        1        YES                                                    5        YES
 PLAN TO STAY                       2        NO                                                                         2        NO
 DRAFT I-A                          1        NO         1        NO
 PERFORMANCE                        3      AVERAGE      3      AVERAGE

COMMENTS                        PREFER WOMEN WITH CHILDREN OVER 5   ILLNESS FACTOR
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    CITY         COMPANY      OCCUPATION      # EMPLOYED IN CO.    # EMPLOYED IN OCC.    STRINGENCY OF OCC.    TOTAL SAMPLE
INDIANAPOLIS        3           PORTER               4100                  90                  TIGHT                 17

     ITEMS          DESCRIPTION         TOTAL               HOLDS NOW             PROMOTED           HIRED-RELEASED          NOT HIRED

                                  SAMP MET   MODE      SAMP MET   MODE      SAMP MET   MODE      SAMP MET   MODE      SAMP MET   MODE
  REQUIREMENTS
 EDUCATION          10GRD&ABOVE    16   16 H.S.&UP      4    4 H.S.&UP      7    7 H.S.&UP                              5    5 H.S.&UP
 REFERENCES                         6    6   JOB        2    2  MULTI       3    3   JOB                                1    1   JOB
 SEX                   MALE        16   16  MALE        4    4  MALE        7    7  MALE                                5    5  MALE
 VOCATIONAL TRN        YES         16    2   NO         4    1   NO         7        NO                                 5    1   NO
 CREDIT CHECK          YES
 APPEARANCE            YES          2        NO                                                                         2        NO
 ATTITUDE              YES          1    1   YES        1    1   YES
 POLICE RECORD         NO           9    8   NO         1        YES        5    5   NO                                 3    3   NO
 APPLICATION           YES         16   15   YES        4    4   YES        7    7   YES                                5    4   YES

  PREFERENCES
 EDUCATION          H.S.&ABOVE     16   13 H.S.&UP      4    4 H.S.&UP      7    7 H.S.&UP                              5    2 H.S.&UP
 TEST-1                014          7        38                             7        38
 TEST-2                007          7    7   18                             7    7   18
 MINIMUM AGE           25          16   10   20         4        20         7    6   24                                 5    4   20
 TEST NO SCORE         YES
 GROWTH POTENT         YES
 PLAN TO STAY          YES          1        NO                                                                         1        NO
 DRAFT I-A             NO          13   13   NO         4    4   NO         6    6   NO                                 3    3   NO

  OTHER
 TEST 1                             7        38                             7        38                                 5        33
 TEST 2                             7        18                                                                         5      MARRIED
 MAXIMUM AGE                       16        35         4        24         7        35                                 1        NO
 MARITAL-STATUS                    16      MARRIED      4      MARRIED      7      MARRIED                              5        YES
 PHYSICAL EXAM                     12        YES        4        YES        7        YES                                1        NO
 EXPERIENCED                       15        YES        4        NO         6        YES                                2        NO
 CHARACTER                          1        NO
 PERSONALITY                        2        NO
 PERFORMANCE                       11      ABV-AVG      4      ABV-AVG      7       MULTI

COMMENTS
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CITY	COMPANY	OCCUPATION	# EMPLOYED IN CO.	# EMPLOYED IN OCC.	STRINGENCY OF OCC.	TOTAL SAMPLE
INDIANAPOLIS	3	MACH.OP.-IND.	4100	103	TIGHT	24

ITEMS	DESCRIPTION	TOTAL			HOLDS NOW			PROMOTED			HIRED-RELEASED			NOT HIRED		
		SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE
REQUIREMENTS																
EDUCATION	10GRD&ABOVE	24	24	H.S.&UP	8	8	H.S.&UP	7	7	H.S.&UP	5	5	H.S.&UP	4	4	H.S.&UP
REFERENCES		12	10	MULTI	3	2	MULTI	5	5	GENERAL	2	1	MULTI	2	2	JOB
SEX	MALE	24	24	MALE	8	8	MALE	7	7	MALE	5	5	MALE	4	4	MALE
VOCATIONAL TRN	YES	24	5	NO	8	2	NO	7		NO	5	2	NO	4	1	NO
CREDIT CHECK	YES	1		NO										1		NO
APPEARANCE	YES															
ATTITUDE	YES	3		NO							2		NO	1		NO
POLICE RECORD	NO	6	5	NO				5	5	NO	1		YES			
APPLICATION	YES	24	22	YES	8	8	YES	7	7	YES	5	3	YES	4	4	YES
PREFERENCES																
EDUCATION	H.S.&ABOVE	24	14	H.S.&UP	8	3	H.S.&UP	7	5	H.S.&UP	5	5	H.S.&UP	4	1	H.S.&UP
TEST-1	014	4		47				4		47						
TEST-2	007	4	4	19				4	4	19						
MINIMUM AGE	25	24	13	18	8	6	20	7	3	21	5	3	22	4	1	18
TEST NO SCORE	YES															
GROWTH POTENT	YES															
PLAN TO STAY	YES															
DRAFT I-A	NO	21	21	NO	7	7	NO	6	6	NO	4	4	NO	4	4	NO
OTHER																
TEST 1		4		47				4		47						
TEST 2		4		19												
MAXIMUM AGE		24		47	8		47	7		29	5		38	4		42
MARITAL-STATUS		24		MARRIED	8		MARRIED	7		MARRIED	5		MARRIED	4		MARRIED
PHYSICAL EXAM		20		YES	8		YES	7		YES	4		YES	1		NO
EXPERIENCED		24		NO	8		NO	7		NO	5		NO	4		MULTI
ANY SHIFT		1		YES	1		YES									
PERSONALITY		1		NO										1		NO
PERFORMANCE		18		AVERAGE	8		AVERAGE	7		AVERAGE	3		BLW-AVG			

COMMENTS

CITY	COMPANY	OCCUPATION	# EMPLOYED IN CO.	# EMPLOYED IN OCC.	STRINGENCY OF OCC.	TOTAL SAMPLE
INDIANAPOLIS	4	FILE CLERK	3000	28	TIGHT	29

ITEMS	DESCRIPTION	TOTAL			HOLDS NOW			PROMOTED			HIRED-RELEASED			NOT HIRED		
		SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE
REQUIREMENTS																
MINIMUM AGE	17	29	29	17	8	8	17	8	8	17	7	7	18	6	6	17
PHYSICAL EXAM	YES	24	22	YES	8	7	YES	8	8	YES	7	7	YES	1		NO
CREDIT CHECK	YES	23	23	YES	8	8	YES	8	8	YES	7	7	YES			
POLICE RECORD	NO	23	23	NO	8	8	NO	8	8	NO	7	7	NO			
PREFERENCES																
EDUCATION	H.S.&ABOVE	29	24	H.S.&UP	8	7	H.S.&UP	8	8	H.S.&UP	7	7	H.S.&UP	6	2	H.S.&UP
SPECIAL SUBJ	YES	20	16	YES	7	7	YES	5	5	YES	7	4	YES	1		NO
APPEARANCE	YES	2	2	YES				2	2	YES						
ATTITUDE	YES	9	7	YES	4	4	YES	2	2	YES	3	1	NO			
GROWTH POTENT	YES	1		NO										1		NO
TRANSPORTATION	YES	1	1	YES				1	1	YES						
FAMILY PLANS	YES															
OTHER																
MAXIMUM AGE		29		42	8		21	8		42	7		27	6		19
MARITAL-STATUS		29		SINGLE	8		SINGLE	8		MULTI	7		SINGLE	6		SINGLE
REFERENCES		18		JOB	6		JOB	6		GENERAL	6		JOB			
SEX		29		FEMALE	8		FEMALE	8		FEMALE	7		FEMALE	6		FEMALE
EXPERIENCED		24		NO	7		YES	6		NO	6		NO	5		NO
ANY SHIFT		2		NO										2		NO
CHARACTER		5		YES				5		YES						
PERSONALITY		2		YES				2		YES						
PERFORMANCE		23		MULTI	8		AVERAGE	8		ABV-AVG	7		BLW-AVG			

COMMENTS NEED GOOD EYESIGHT

CITY	COMPANY	OCCUPATION	# EMPLOYED IN CO.	# EMPLOYED IN OCC.	STRINGENCY OF OCC.	TOTAL SAMPLE
INDIANAPOLIS	4	FOOD ASSEMBLY	3000	100	TIGHT	22

ITEMS	DESCRIPTION	TOTAL			HOLDS NOW			PROMOTED			HIRED-RELEASED			NOT HIRED		
		SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE
REQUIREMENTS																
PHYSICAL EXAM	YES	16	16	YES	8	8	YES	4	4	YES	4	4	YES			
CREDIT CHECK	YES	16	16	YES	8	8	YES	4	4	YES	4	4	YES			
ATTITUDE	YES	9	5	YES	3	1	NO	3	3	YES	1	1	YES	2		NO
POLICE RECORD	NO	16	16	NO	8	8	NO	4	4	NO	4	4	NO			
PREFERENCES																
EDUCATION	H.S.&ABOVE	21	8	H.S.&UP	8	5	H.S.&UP	4	1	10GR&UP	4	1	H.S.&UP	5	1	10GR&UP
MINIMUM AGE	20	21	18	17	8	8	22	4	4	21	4	4	20	5	2	17
MAXIMUM-AGE	30	21	10	49	8	1	47	4	2	38	4	2	49	5	5	29
REFERENCES	GENERAL	10	10	JOB	3	3	JOB	4	4	JOB	3	3	JOB			
EXPERIENCED	YES	20	13	YES	7	6	YES	4	3	YES	4	2	MULTI	5	2	NO
APPEARANCE	YES	4	1	NO				1	1	YES	2		NO	1		NO
GROWTH POTENT	YES	1		NO							1		NO			
TRANSPORTATION	YES															
FAMILY PLANS	YES															
OTHER																
MARITAL-STATUS		21		MARRIED	8		MARRIED	4		MARRIED	4		MARRIED	5		MARRIED
SEX		21		FEMALE	8		FEMALE	4		FEMALE	4		FEMALE	5		FEMALE
VOCATIONAL TRN		1		YES				1		YES						
CHARACTER		2		MULTI	1		NO	1		YES						
APPLICATION		2		NO										2		NO
PERFORMANCE		16		BLW-AVG	8		AVERAGE	4		ABV-AVG	4		BLW-AVG			

COMMENTS FOOD HAND.PERMIT AND BLOOD T. FLEXIBILITY

CITY	COMPANY	OCCUPATION	# EMPLOYED IN CO.	# EMPLOYED IN OCC.	STRINGENCY OF OCC.	TOTAL SAMPLE
INDIANAPOLIS	4	SALES CLERK	3000	469	LOOSE	30

ITEMS	DESCRIPTION	TOTAL			HOLDS NOW			PROMOTED			HIRED-RELEASED			NOT HIRED		
		SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE
REQUIREMENTS																
EDUCATION	10GRD&ABOVE	30	29	H.S.&UP	8	8	H.S.&UP	8	8	H.S.&UP	8	8	H.S.&UP	6	5	MULTI
MAXIMUM AGE	65	30	30	55	8	8	53	8	8	43	8	8	55	6	6	39
REFERENCES	GENERAL	17	17	JOB	5	5	JOB	8	8	MULTI	4	4	JOB			
PHYSICAL EXAM	YES	24	24	YES	8	8	YES	8	8	YES	8	8	YES			
CREDIT CHECK	YES	24	24	YES	8	8	YES	8	8	YES	8	8	YES			
PERSONALITY	YES	4	3	YES				3	3	YES				1		NO
APPEARANCE	YES	1	1	YES							1	1	YES			
ATTITUDE	YES	6	4	YES	2	2	YES	2	1	MULTI	2	1	MULTI			
POLICE RECORD	NO	24	23	NO	8	8	NO	8	8	NO	8	7	NO			
PREFERENCES																
EDUCATION	H.S.&ABOVE	30	23	H.S.&UP	8	7	H.S.&UP	8	8	H.S.&UP	8	6	H.S.&UP	6	2	MULTI
MINIMUM AGE	35	30	10	17	8	5	17	8	2	18	8	2	18	6	1	17
MAXIMUM-AGE	55	30	30	55	8	8	53	8	8	43	8	8	55	6	6	39
EXPERIENCED	YES	25	8	NO	6	4	YES	6	2	NO	7		NO	6	2	NO
GROWTH POTENT	YES	1	1	YES				1	1	YES						
FAMILY PLANS	YES	1	1	YES	1	1	YES									
OTHER																
MARITAL-STATUS		30		SINGLE	8		MARRIED	8		SINGLE	8		SINGLE	6		MARRIED
SEX		30		FEMALE	8		FEMALE	8		FEMALE	8		FEMALE	6		FEMALE
VOCATIONAL TRN		2		YES	1		YES	1		YES						
ANY SHIFT		1		NO										1		NO
CHARACTER		7		YES	1		YES	5		YES	1		NO			
PLAN TO STAY		2		MULTI				1		YES				1		NO
PERFORMANCE		24		ABV-AVG	8		ABV-AVG	8		ABV-AVG	8		BLW-AVG			

COMMENTS FLEXIBILITY IMPORTANT

CITY	COMPANY	OCCUPATION	# EMPLOYED IN CO.	# EMPLOYED IN OCC.	STRINGENCY OF OCC.	TOTAL SAMPLE
INDIANAPOLIS	5	PORTER	7700	93	LOOSE	15

ITEMS	DESCRIPTION	TOTAL			HOLDS NOW			PROMOTED			HIRED-RELEASED			NOT HIRED		
		SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE
REQUIREMENTS																
EDUCATION	8GRD&ABOVE	14	14	H.S.&UP	6	6	H.S.&UP	7	7	H.S.&UP	1	1	H.S.&UP			
MINIMUM AGE	18	15	15	18	6	6	22	8	8	18	1	1	46			
MAXIMUM AGE	65	15	15	56	6	6	56	8	8	28	1	1	46			
TEST NO SCORE	YES															
PHYSICAL EXAM	YES	15	15	YES	6	6	YES	8	8	YES	1	1	YES			
CREDIT CHECK	YES	5	3	YES	3	2	YES	2	1	MULTI						
APPLICATION	YES															
PREFERENCES																
OTHER																
MARITAL-STATUS		14		MARRIED	6		MARRIED	7		SINGLE	1		MARRIED			
SEX		15		MALE	6		MALE	8		MALE	1		MALE			
VOCATIONAL TRN		14		NO	6		NO	7		NO	1		NO			
EXPERIENCED		14		NO	6		NO	7		NO	1		NO			
ANY SHIFT		4		MULTI	2		YES	2		NO						
TRANSPORTATION		4		YES	2		YES	1		YES	1		YES			
POLICE RECORD		6		NO	3		NO	3		NO						
PERFORMANCE		1		BLW-AVG							1		BLW-AVG			

COMMENTS REQ PORTERS MALE MATRONS FEMALE HEIGHT&WEIGHT RIGIDLY APPLIED

CITY	COMPANY	OCCUPATION	# EMPLOYED IN CO.	# EMPLOYED IN OCC.	STRINGENCY OF OCC.	TOTAL SAMPLE
INDIANAPOLIS	5	MACH.OP.-IND.	7700	2135	LOOSE	15

ITEMS	DESCRIPTION	TOTAL			HOLDS NOW			PROMOTED			HIRED-RELEASED			NOT HIRED		
		SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE
REQUIREMENTS																
EDUCATION	8GRD&ABOVE	15	15	H.S.&UP	8	8	H.S.&UP	7	7	H.S.&UP						
MINIMUM AGE	18	15	15	19	8	8	19	7	7	21						
MAXIMUM AGE	65	15	15	44	8	8	32	7	7	44						
SEX	FEMALE	15	15	FEMALE	8	8	FEMALE	7	7	FEMALE						
TEST NO SCORE	YES	15	15	YES	8	8	YES	7	7	YES						
PHYSICAL EXAM	YES	15	15	YES	8	8	YES	7	7	YES						
APPEARANCE	YES															
ATTITUDE	YES															
TRANSPORTATION	YES	10	10	YES	3	3	YES	7	7	YES						
FAMILY PLANS	YES															
APPLICATION	YES															
PREFERENCES																
EDUCATION	H.S.&ABOVE	15	6	H.S.&UP	8	2	H.S.&UP	7	4	H.S.&UP						
TEST-1	131	15		153	8		153	7		152						
TEST-2	060	15	10	75	8	6	75	7	4	72						
ANY SHIFT	YES															
PLAN TO STAY	YES															
OTHER																
TEST 1		15		153	8		153	7		152						
TEST 2		15		75												
MARITAL-STATUS		15		MARRIED	8		MARRIED	7		MULTI						
VOCATIONAL TRN		15		NO	8		NO	7		NO						
EXPERIENCED		12		NO	6		NO	6		NO						
PERFORMANCE																

COMMENTS FOR WOMEN ONLY1PURDUE PEGBOARD 2PLIERS PASSAGE NOT MANDATORY

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    CITY        COMPANY      OCCUPATION      # EMPLOYED IN CO.    # EMPLOYED IN OCC.    STRINGENCY OF OCC.    TOTAL SAMPLE
INDIANAPOLIS       5        FOOD ASSEMBLY          7700                  21                   LOOSE                14

    ITEMS          DESCRIPTION       TOTAL          HOLDS NOW         PROMOTED          HIRED-RELEASED      NOT HIRED

                               SAMP MET   MODE   SAMP MET   MODE   SAMP MET   MODE   SAMP MET   MODE   SAMP MET   MODE
  REQUIREMENTS
 EDUCATION          READ-WRITE   14   14 H.S.&UP   8    8 H.S.&UP   6    6 H.S.&UP
 MINIMUM AGE            18       13   13   20      7    7   20      6    6   21
 MAXIMUM AGE            65       13   13   59      7    7   59      6    6   48
 SEX                  FEMALE     14   14 FEMALE    8    8 FEMALE    6    6 FEMALE
 PHYSICAL EXAM         YES       14   14   YES     8    8   YES     6    6   YES
 APPEARANCE            YES
 ATTITUDE              YES
 APPLICATION           YES

  PREFERENCES
 EXPERIENCED           YES       14   10   YES     8    7   YES     6    3  MULTI

  OTHER
 MARITAL-STATUS                  14      MARRIED   8      MARRIED   6      MARRIED
 VOCATIONAL TRN                  14        NO      8        NO      6        NO
 TRANSPORTATION                   7        YES     5        YES     2        YES
 FAMILY PLANS                     2        YES                      2        YES
 PERFORMANCE

COMMENTS                    NEED FOOD HANLERS PERMIT  MINIMUM HEIGHT REQ 5FT
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    CITY        COMPANY      OCCUPATION      # EMPLOYED IN CO.    # EMPLOYED IN OCC.    STRINGENCY OF OCC.    TOTAL SAMPLE
INDIANAPOLIS       6        FOOD ASSEMBLY          2300                  48                   LOOSE                14

    ITEMS          DESCRIPTION       TOTAL          HOLDS NOW         PROMOTED          HIRED-RELEASED      NOT HIRED

                               SAMP MET   MODE   SAMP MET   MODE   SAMP MET   MODE   SAMP MET   MODE   SAMP MET   MODE
  REQUIREMENTS
 EDUCATION          READ-WRITE   13   13 H.S.&UP   7    7 H.S.&UP                     5    5 10GR&UP   1    1 H.S.&UP
 REFERENCES            JOB        3    3   JOB     3    3   JOB
 PHYSICAL EXAM         YES       13   13   YES     8    8   YES                       5    5   YES
 ANY SHIFT             YES
 PERSONALITY           YES        6    6   YES     3    3   YES                       3    3   YES
 APPEARANCE            YES        4    4   YES     2    2   YES                       2    2   YES
 POLICE RECORD         NO

  PREFERENCES
 MINIMUM AGE            25       13    6   16      7    5   18                        5    1   16      1         17
 MAXIMUM-AGE            50       13   13   41      7    7   41                        5    5   30      1    1    17
 PLAN TO STAY          YES
 TRANSPORTATION        YES        4    4   YES     3    3   YES                       1    1   YES

  OTHER
 MARITAL-STATUS                  14      MARRIED   8      MARRIED                     5        MULTI    1       SINGLE
 SEX                             14      FEMALE    8      FEMALE                      5       FEMALE    1       FEMALE
 VOCATIONAL TRN                  14        NO      8        NO                        5         NO      1         NO
 EXPERIENCED                     12        NO      7        NO                        5         NO
 CHARACTER                        1        YES     1        YES
 ATTITUDE                         1        NO      1        NO
 PERFORMANCE                     13      AVERAGE   8      AVERAGE                     5       BLW-AVG

COMMENTS                    WONT HIRE OVERWT PEOPLE
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    CITY          COMPANY      OCCUPATION     # EMPLOYED IN CO.    # EMPLOYED IN OCC.    STRINGENCY OF OCC.    TOTAL SAMPLE
INDIANAPOLIS         6         NURSE AID            2300                   21                   LOOSE                16

    ITEMS          DESCRIPTION        TOTAL              HOLDS NOW             PROMOTED          HIRED-RELEASED          NOT HIRED

                               SAMP MET MODE        SAMP MET MODE        SAMP MET MODE        SAMP MET MODE        SAMP MET MODE
  REQUIREMENTS
 MINIMUM AGE            18       16  16 18             5   5 20             3   3 25             3   3 18             5   5 18
 REFERENCES          GENERAL      5   3 JOB            1   1 JOB            3   2 JOB                                 1     NO
 PHYSICAL EXAM         YES        8   8 YES            5   5 YES            3   3 YES
 POLICE RECORD          NO        7   5 NO             2   1 MULTI          3   3 NO             2   1 MULTI

  PREFERENCES
 EDUCATION         H.S.&ABOVE    16   7 H.S.&UP        5   2 H.S.&UP        3   2 H.S.&UP        3     10GR&UP        5   3 H.S.&UP
 MAXIMUM-AGE            60       16  16 51             5   5 26             3   3 48             3   3 22             5   5 51
 APPEARANCE            YES
 ATTITUDE              YES
 DRAFT I-A              NO       11   9 NO             3   3 NO             2   2 NO             1   1 NO             5   3 NO

  OTHER
 MARITAL-STATUS                  16     SINGLE         5     SINGLE         3     MARRIED        3     SINGLE         5     SINGLE
 SEX                             16     MALE           5     MALE           3     MALE           3     MALE           5     MALE
 VOCATIONAL TRN                  16     NO             5     NO             3     NO             3     NO             5     NO
 EXPERIENCED                     16     YES            5     YES            3     YES            3     NO             5     NO
 TRANSPORTATION                   4     YES                                 3     YES            1     YES
 APPLICATION                      2     NO                                                       1     NO             1     NO
 PERFORMANCE                     10     AVERAGE        5     MULTI          3     AVERAGE        2     BLW-AVG

COMMENTS
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    CITY          COMPANY      OCCUPATION     # EMPLOYED IN CO.    # EMPLOYED IN OCC.    STRINGENCY OF OCC.    TOTAL SAMPLE
INDIANAPOLIS         6         LAB. TECH.           2300                   460                  TIGHT                16

    ITEMS          DESCRIPTION        TOTAL              HOLDS NOW             PROMOTED          HIRED-RELEASED          NOT HIRED

                               SAMP MET MODE        SAMP MET MODE        SAMP MET MODE        SAMP MET MODE        SAMP MET MODE
  REQUIREMENTS
 EDUCATION         H.S.&ABOVE    16  16 COL-GRD        7   7 COL-GRD        5   5 COL-GRD                               4   4 COL-GRD
 REFERENCES            JOB        6   5 JOB            2   2 JOB            3   3 JOB                                 1     NO
 PHYSICAL EXAM         YES       12  12 YES            7   7 YES            5   5 YES
 SPECIAL SUBJ          YES       14  13 YES            7   7 YES            4   4 YES                                 3   2 YES

  PREFERENCES
 EXPERIENCED           YES       13   7 YES            6   4 YES            3   1 NO                                  4   2 MULTI
 PERSONALITY           YES        3   3 YES            1   1 YES            2   2 YES
 DRAFT I-A              NO        1   1 NO                                  1   1 NO
 TRANSPORTATION        YES        3   2 YES                                 2   1 MULTI                               1   1 YES

  OTHER
 MINIMUM AGE                     16     18             7     21             5     18                                  4     23
 MAXIMUM AGE                     16     53             7     28             5     40                                  4     53
 MARITAL-STATUS                  16     MARRIED        7     MARRIED        5     SINGLE                              4     MARRIED
 SEX                             16     FEMALE         7     FEMALE         5     FEMALE                              4     MULTI
 VOCATIONAL TRN                  16     NO             7     NO             5     NO                                  4     NO
 CHARACTER                        1     YES            1     YES
 APPEARANCE                       1     YES                                 1     YES
 ATTITUDE                         2     MULTI                               1     YES                                 1     NO
 POLICE RECORD                    1     YES                                                                           1     YES
 PERFORMANCE                     12     ABV-AVG        7     ABV-AVG        5     ABV-AVG

COMMENTS                 POLICE CHK ON MALES IF IRREGULAR APPLIC   SPEC SUBJ SCIENCE,CHEM,ETC
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  CITY        COMPANY      OCCUPATION      # EMPLOYED IN CO.    # EMPLOYED IN OCC.    STRINGENCY OF OCC.    TOTAL SAMPLE
SCRANTON         1           PORTER              0500                   10                  TIGHT                 10

   ITEMS      DESCRIPTION            TOTAL           HOLDS NOW           PROMOTED        HIRED-RELEASED        NOT HIRED

                              SAMP MET   MODE    SAMP MET   MODE    SAMP MET   MODE    SAMP MET   MODE    SAMP MET   MODE
 REQUIREMENTS
REFERENCES        GENERAL        1   1   JOB        1   1   JOB
CHARACTER           YES          2   2   YES        2   2   YES

 PREFERENCES
MINIMUM AGE         26          10   9   23         4   4   29                                               6   5   23
ATTITUDE            YES          7   2   NO         1   1   YES                                              6   1   NO

 OTHER
EDUCATION                       10       8GRD&UP    4       8GRD&UP                                          6       8GRD&UP
MAXIMUM AGE                     10       63         4       63                                               6       56
MARITAL-STATUS                  10       MARRIED    4       MULTI                                            6       MARRIED
SEX                             10       MALE       4       MALE                                             6       MALE
VOCATIONAL TRN                  10       NO         4       NO                                               6       NO
EXPERIENCED                      9       NO         4       MULTI                                            5       NO
PERSONALITY                      2       NO                                                                  2       NO
APPEARANCE                       4       NO                                                                  4       NO
PLAN TO STAY                     2       NO                                                                  2       NO
PERFORMANCE                      4       MULTI      4       MULTI

COMMENTS                             PORTERS MEN,MATRONS WOMEN   MUST BE PHYSICALLY ABLE
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  CITY        COMPANY      OCCUPATION      # EMPLOYED IN CO.    # EMPLOYED IN OCC.    STRINGENCY OF OCC.    TOTAL SAMPLE
SCRANTON         1          SALES CLERK          0500                  450                  LOOSE                 19

   ITEMS      DESCRIPTION            TOTAL           HOLDS NOW           PROMOTED        HIRED-RELEASED        NOT HIRED

                              SAMP MET   MODE    SAMP MET   MODE    SAMP MET   MODE    SAMP MET   MODE    SAMP MET   MODE
 REQUIREMENTS
EDUCATION         6GRD&ABOVE    19  19   H.S.&UP    8   8   H.S.&UP    3   3   MULTI                         8   8   H.S.&UP
REFERENCES          JOB          8   8   GENERAL    6   6   GENERAL    2   2   MULTI
CHARACTER           YES          3   3   YES        2   2   YES        1   1   YES
PERSONALITY         YES          2   1   MULTI      1   1   YES                                              1       NO
APPEARANCE          YES         11   3   NO         2   2   YES        1   1   YES                           8       NO
ATTITUDE            YES          4   3   YES        2   2   YES        1   1   YES                           1       NO

 PREFERENCES
EDUCATION         H.S.&ABOVE    19  15   H.S.&UP    8   7   H.S.&UP    3   3   MULTI                         8   5   H.S.&UP
MINIMUM AGE         18          19  19   18         8   8   18         3   3   19                            8   8   18
EXPERIENCED         YES         13   3   NO         5   1   NO         2       NO                            6   2   NO
GROWTH POTENT       YES

 OTHER
MAXIMUM AGE                     19       58         8       58         3       21                            8       36
MARITAL-STATUS                  19       SINGLE     8       SINGLE     3       SINGLE                        8       SINGLE
SEX                             19       FEMALE     8       FEMALE     3       FEMALE                        8       FEMALE
VOCATIONAL TRN                  19       NO         8       NO         3       NO                            8       NO
DRAFT I-A                        1       NO                            1       NO
PERFORMANCE                     11       AVERAGE    8       AVERAGE    3       AVERAGE

COMMENTS                             OVER 5    PREF.MATURITY
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  CITY        COMPANY      OCCUPATION      # EMPLOYED IN CO.    # EMPLOYED IN OCC.    STRINGENCY OF OCC.   TOTAL SAMPLE
SCRANTON         2           TYPIST              0800                   8                   TIGHT               18

   ITEMS        DESCRIPTION        TOTAL           HOLDS NOW          PROMOTED         HIRED-RELEASED       NOT HIRED

                               SAMP MET   MODE   SAMP MET   MODE   SAMP MET   MODE   SAMP MET   MODE   SAMP MET   MODE
 REQUIREMENTS
EDUCATION       H.S.&ABOVE      17   17 H.S.&UP    8    8 1YR-COL    4    4  MULTI                        5    5 H.S.&UP
REFERENCES       GENERAL        10    9 GENERAL    6    6 GENERAL    3    3   JOB                         1        NO
PHYSICAL EXAM      YES          12   12   YES      8    8   YES      4    4   YES
CREDIT CHECK       YES          12   12   YES      8    8   YES      4    4   YES
CHARACTER          YES
APPEARANCE         YES           4    4   YES      3    3   YES      1    1   YES
ATTITUDE           YES           4    4   YES      2    2   YES      2    2   YES
POLICE RECORD      NO           12   12   NO       8    8   NO       4    4   NO
APPLICATION        YES           1        NO                                                              1        NO

 PREFERENCES
MINIMUM AGE        25           17    6   19       8    3   20       4    1   19                          5    2   19
MAXIMUM-AGE        35           17   15   40       8    7   39       4    4   28                          5    4   40
MARITAL-STATUS                  17      SINGLE     8      SINGLE     4      SINGLE                        5      SINGLE
SEX                             17   17 FEMALE     8    8 FEMALE     4    4 FEMALE                        5    5 FEMALE
EXPERIENCED        YES          17   13   YES      8    7   YES      4    3   YES                         5    3   YES
PLAN TO STAY       YES           2        NO                                                              2        NO
FAMILY PLANS       YES

 OTHER
VOCATIONAL TRN                  17        YES      8        YES      4       MULTI                        5        NO
PERSONALITY                      3        YES      2        YES      1        YES
GROWTH POTENT                    2        NO                                                              2        NO
PERFORMANCE                     12      ABV-AVG    8      ABV-AVG    4      ABV-AVG

COMMENTS
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  CITY        COMPANY      OCCUPATION      # EMPLOYED IN CO.    # EMPLOYED IN OCC.    STRINGENCY OF OCC.   TOTAL SAMPLE
SCRANTON         2           PORTER              0800                  26                   LOOSE               16

   ITEMS        DESCRIPTION        TOTAL           HOLDS NOW          PROMOTED         HIRED-RELEASED       NOT HIRED

                               SAMP MET   MODE   SAMP MET   MODE   SAMP MET   MODE   SAMP MET   MODE   SAMP MET   MODE
 REQUIREMENTS
EDUCATION       READ-WRITE      16   16 H.S.&UP    8    8 H.S.&UP    1    1 H.S.&UP                       7    7 H.S.&UP
REFERENCES       GENERAL         2    2  MULTI     1    1 GENERAL    1    1   JOB
SEX                MALE         16   16  MALE      8    8  MALF      1    1  MALE                         7    7  MALE
PHYSICAL EXAM      YES           9    9   YES      8    8   YES      1    1   YES
CREDIT CHECK       YES           9    9   YES      8    8   YES      1    1   YES
CHARACTER          YES           1        NO                                                              1        NO
APPEARANCE         YES           1    1   YES      1    1   YES
ATTITUDE           YES           4    2  MULTI     2    2   YES                                           2        NO
PLAN TO STAY       YES           2        NO                                                              2        NO
POLICE RECORD      NO            9    9   NO       8    8   NO       1    1   NO
APPLICATION        YES           3        NO                                                              3        NO

 PREFERENCES
MINIMUM AGE        40           16   12   18       8    7   30       1        38                          7    5   18
MAXIMUM-AGE        55           16   16   55       8    8   55       1    1   38                          7    7   53
MARITAL-STATUS                  16      MARRIED    8      MARRIED    1      MARRIED                       7      MARRIED
REFERENCES                       2    2  MULTI     1    1 GENERAL    1    1   JOB
EXPERIENCED        YES          16    9   YES      8    5   YES      1    1   YES                         7    3   NO

 OTHER
VOCATIONAL TRN                  16        NO       8        NO       1        NO                          7        NO
ANY SHIFT                        3        YES      2        YES                                           1        NO
PERSONALITY                      1        YES      1        YES
GROWTH POTENT                    2        NO                                                              2        NO
DRAFT 1-A                       13        NO       7        NO       1        NO                          5        NO
PERFORMANCE                      9      BLW-AVG    8      BLW-AVG    1      ABV-AVG

COMMENTS
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  CITY          COMPANY      OCCUPATION       # EMPLOYED IN CO.    # EMPLOYED IN OCC.    STRINGENCY OF OCC.    TOTAL SAMPLE
 SCRANTON          2        MACH.OP.-IND.           0800                   38                  LOOSE                20

    ITEMS           DESCRIPTION       TOTAL             HOLDS NOW           PROMOTED        HIRED-RELEASED        NOT HIRED

                                 SAMP MET  MODE     SAMP MET  MODE     SAMP MET  MODE     SAMP MET  MODE     SAMP MET  MODE
   REQUIREMENTS
  TEST 1                039
  TEST 2                04[illegible]
  MINIMUM AGE            18        20  20  22          8   8  22          5   5  24                              7   7  27
  MAXIMUM AGE            65        20  20  57          8   8  34          5   5  37                              7   7  57
  REFERENCES          GENERAL       5   4  JOB         2   2  JOB         2   2  JOB                             1      NO
  SEX                   MALE       20  20  MALE        8   8  MALE        5   5  MALE                            7   7  MALE
  PHYSICAL EXAM         YES        16  13  YES         8   8  YES         5   5  YES                             3      NO
  CREDIT CHECK          YES        13  13  YES         8   8  YES         5   5  YES
  CHARACTER             YES
  APPEARANCE            YES         1   1  YES         1   1  YES
  ATTITUDE              YES         3   2  YES         1   1  YES         1   1  YES                             1      NO
  POLICE RECORD         NO         13  13  NO          8   8  NO          5   5  NO
  APPLICATION           YES         2      NO                                                                    2      NO

   PREFERENCES
  EDUCATION          H.S.&ABOVE    20  18  H.S.&UP     8   8  H.S.&UP     5   5  H.S.&UP                         7   5  H.S.&UP
  MARITAL-STATUS                   20      MARRIED     8      MARRIED     5      MARRIED                         7      MARRIED
  VOCATIONAL TRN        YES        20   7  NO          8   1  NO          5   2  NO                              7   4  YES
  EXPERIENCED           YES        20  18  YES         8   8  YES         5   5  YES                             7   5  YES
  GROWTH POTENT         YES

   OTHER
  ANY SHIFT                         2      NO                                                                    2      NO
  PERSONALITY                       2      YES         1      YES         1      YES
  DRAFT I-A                        20      NO          8      NO          5      NO                              7      NO
  PERFORMANCE                      13      ABV-AVG     8      ABV-AVG     5      ABV-AVG

COMMENTS                          T1 BENNETT T2 NONVERBAL T3 ADAPTIBILITY 06 CUTOFFS ARE ARBITRARY
                                  COLORBLINDNESS CAUSE FOR REJECTION NO POTENTIAL INSURANCE PROBLEMS
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  CITY          COMPANY      OCCUPATION       # EMPLOYED IN CO.    # EMPLOYED IN OCC.    STRINGENCY OF OCC.    TOTAL SAMPLE
 SCRANTON          3           PORTER                0400                   9                  LOOSE                6

    ITEMS           DESCRIPTION       TOTAL             HOLDS NOW           PROMOTED        HIRED-RELEASED        NOT HIRED

                                 SAMP MET  MODE     SAMP MET  MODE     SAMP MET  MODE     SAMP MET  MODE     SAMP MET  MODE
   REQUIREMENTS
  EDUCATION          3GRD&ABOVE     6   6  MULTI       4   4  MULTI                                              2   2  MULTI
  MAXIMUM AGE            65         6   6  60          4   4  60                                                 2   2  50
  PHYSICAL EXAM         YES         4   4  YES         4   4  YES
  CHARACTER             YES
  PERSONALITY           YES         2   1  MULTI       1   1  YES                                                1      NO
  APPEARANCE            YES         2   1  MULTI       2   1  MULTI
  ATTITUDE              YES         3   2  YES         2   2  YES                                                1      NO
  APPLICATION           YES

   PREFERENCES
  EDUCATION          H.S.&ABOVE     6   2  MULTI       4   1  MULTI                                              2   1  MULTI
  MINIMUM AGE            21         6   5  20          4   4  45                                                 2   1  20
  REFERENCES            JOB         2   2  MULTI       2   2  MULTI
  EXPERIENCED           YES         6   5  YES         4   4  YES                                                2   1  MULTI
  TRANSPORTATION        YES

   OTHER
  MARITAL-STATUS                    6      MULTI       4      WIDOWED                                            2      MULTI
  SEX                               6      MULTI       4      MULTI                                              2      MULTI
  VOCATIONAL TRN                    6      NO          4      NO                                                 2      NO
  PLAN TO STAY                      3      NO          1      YES                                                2      NO
  PERFORMANCE                       4      BLW-AVG     4      BLW-AVG

COMMENTS                          REQUIRE. PORTER,MALE MAID,FEMALE       WITHOUT SMALL CHILDREN
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CITY	COMPANY	OCCUPATION	# EMPLOYED IN CO.	# EMPLOYED IN OCC.	STRINGENCY OF OCC.	TOTAL SAMPLE
SCRANTON	3	NURSE AID	0400	12	LOOSE	15

ITEMS	DESCRIPTION	TOTAL			HOLDS NOW			PROMOTED			HIRED-RELEASED			NOT HIRED		
		SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE
REQUIREMENTS																
EDUCATION	8GRD&ABOVE	12	11	H.S.&UP	4	4	H.S.&UP				3	3	H.S.&UP	5	4	H.S.&UP
MINIMUM AGE	18	15	15	18	4	4	32				3	3	18	8	8	18
MAXIMUM AGE	55	15	14	64	4	4	53				3	3	48	8	7	64
PHYSICAL EXAM	YES	7	7	YES	4	4	YES				3	3	YES			
PERSONALITY	YES	5	2	NO	1	1	YES				1	1	YES	3		NO
ATTITUDE	YES	7	4	YES	3	3	YES				1	1	YES	3		NO
TRANSPORTATION	YES															
PREFERENCES																
EDUCATION	H.S.&ABOVE	12	8	H.S.&UP	4	2	H.S.&UP				3	2	H.S.&UP	5	4	H.S.&UP
MINIMUM AGE	20	15	10	18	4	4	32				3	2	18	8	4	18
MAXIMUM-AGE	45	15	9	64	4	2	53				3	2	48	8	5	64
REFERENCES	JOB	5	3	MULTI	1	1	GENERAL				2	2	MULTI	2		NO
SEX		15	15	FEMALE	4	4	FEMALE				3	3	FEMALE	8	8	FEMALE
EXPERIENCED	YES	10	5	MULTI	2		NO				2	1	MULTI	6	4	YES
APPEARANCE	YES	7	3	NO							1	1	YES	6	2	NO
FAMILY PLANS	YES															
OTHER																
MARITAL-STATUS		15		SINGLE	4		MARRIED				3		SINGLE	8		SINGLE
VOCATIONAL TRN		13		NO	4		NO				3		NO	6		NO
GROWTH POTENT		1		NO										1		NO
PLAN TO STAY		1		NO										1		NO
APPLICATION		2		NO										2		NO
PERFORMANCE		7		MULTI	4		AVERAGE				3		BLW-AVG			

COMMENTS REQ TRANS.ON 3RD

CITY	COMPANY	OCCUPATION	# EMPLOYED IN CO.	# EMPLOYED IN OCC.	STRINGENCY OF OCC.	TOTAL SAMPLE
SCRANTON	3	LAB. TECH.	0400	8	LOOSE	4

ITEMS	DESCRIPTION	TOTAL			HOLDS NOW			PROMOTED			HIRED-RELEASED			NOT HIRED		
		SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE
REQUIREMENTS																
EDUCATION	H.S.&ABOVE	4	4	H.S.&UP	4	4	H.S.&UP									
MINIMUM AGE	14	4	4	19	4	4	19									
REFERENCES	JOB	2	2	JOB	2	2	JOB									
PHYSICAL EXAM	YES	4	4	YES	4	4	YES									
APPEARANCE	YES	1	1	YES	1	1	YES									
PREFERENCES																
MAXIMUM-AGE	40	4	4	21	4	4	21									
REFERENCES	GENERAL	2	2	JOB	2	2	JOB									
EXPERIENCED	YES	3	2	YES	3	2	YES									
SPECIAL SUBJ	YES															
DRAFT 1-A	NO															
TRANSPORTATION	YES															
OTHER																
MARITAL-STATUS		4		SINGLE	4		SINGLE									
SEX		4		FEMALE	4		FEMALE									
VOCATIONAL TRN		4		YES	4		YES									
PERSONALITY		1		YES	1		YES									
ATTITUDE		3		YES	3		YES									
GROWTH POTENT		1		YES	1		YES									
PERFORMANCE		4		AVERAGE	4		AVERAGE									

COMMENTS

CITY	COMPANY	OCCUPATION	# EMPLOYED IN CO.	# EMPLOYED IN OCC.	STRINGENCY OF OCC.	TOTAL SAMPLE
SCRANTON	4	TYPIST	1000	17	LOOSE	11

ITEMS	DESCRIPTION	TOTAL			HOLDS NOW			PROMOTED			HIRED-RELEASED			NOT HIRED		
		SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE
REQUIREMENTS																
EDUCATION	H.S.&ABOVE	11	10	H.S.&UP	7	7	H.S.&UP	1	1	H.S.&UP				3	2	H.S.&UP
TEST 1	040	11	9	86	7	7	86	1	1	80				3	1	80
TEST 2	050	11	11	94	7	7	94	1	1	70				3	3	80
MINIMUM AGE	17	11	11	17	7	7	17	1	1	20				3	3	18
MAXIMUM AGE	40	11	11	23	7	7	23	1	1	20				3	3	20
REFERENCES	JOB															
SEX	FEMALE	11	11	FEMALE	7	7	FEMALE	1	1	FEMALE				3	3	FEMALE
PERSONALITY	YES	3	2	YES	2	2	YES							1		NO
APPEARANCE	YES	1	1	YES	1	1	YES									
ATTITUDE	YES	1	1	YES	1	1	YES									
FAMILY PLANS	YES															
PREFERENCES																
EDUCATION		11		H.S.&UP	7		H.S.&UP	1		H.S.&UP				3		H.S.&UP
TEST-2	070	11	9	94	7	7	94	1	1	70				3	1	80
MINIMUM AGE	18	11	9	17	7	5	17	1	1	20				3	3	18
MAXIMUM-AGE	25	11	11	23	7	7	23	1	1	20				3	3	20
MARITAL-STATUS	SINGLE	11	10	SINGLE	7	7	SINGLE	1		MARRIED				3	3	SINGLE
EXPERIENCED	YES	6	1	NO	4		NO	1	1	YES				1		NO
SPECIAL SUBJ	YES															
PLAN TO STAY	YES															
OTHER																
VOCATIONAL TRN		11		NO	7		NO	1		NO				3		NO
TRANSPORTATION		1		YES	1		YES									
PERFORMANCE		8		ABV-AVG	7		MULTI	1		ABV-AVG						

COMMENTS T1 MINN.CLER.1AND2 T2 WONDERLIC # 50WPM NO JOB HOP

CITY	COMPANY	OCCUPATION	# EMPLOYED IN CO.	# EMPLOYED IN OCC.	STRINGENCY OF OCC.	TOTAL SAMPLE
SCRANTON	4	PORTER	1000	10	LOOSE	6

ITEMS	DESCRIPTION	TOTAL			HOLDS NOW			PROMOTED			HIRED-RELEASED			NOT HIRED		
		SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE
REQUIREMENTS																
EDUCATION	READ-WRITE	5	5	1YR-COL	3	3	MULTI							2	2	1YR-COL
TEST 2	10	5	5	90	4	4	90							1	1	28
MINIMUM AGE	18	6	6	28	4	4	47							2	2	28
MAXIMUM AGE	55	6	6	55	4	4	55							2	2	41
SEX	MALE	6	6	MALE	4	4	MALE							2	2	MALE
PHYSICAL EXAM	YES	5	4	YES	4	4	YES							1		NO
ANY SHIFT	YES	6	4	YES	4	4	YES							2		NO
APPEARANCE	YES															
ATTITUDE	YES															
POLICE RECORD	NO	4	4	NO	4	4	NO									
APPLICATION	YES															
PREFERENCES																
TEST-1	006															
TEST-2	050	5	1	90	4	1	90							1		28
MINIMUM AGE	30	6	5	28	4	4	47							2	1	28
EXPERIENCED	YES	6	5	YES	4	3	YES							2	2	YES
GROWTH POTENT	YES															
PLAN TO STAY	YES															
OTHER																
MARITAL-STATUS		5		MARRIED	4		MARRIED							1		SINGLE
VOCATIONAL TRN		6		NO	4		NO							2		NO
PERFORMANCE		4		AVERAGE	4		AVERAGE									

COMMENTS CAN FLUNK PURDUE VOC. T2 CAL.SPAT.REL. NO JOB HOP

CITY	COMPANY	OCCUPATION	# EMPLOYED IN CO.	# EMPLOYED IN OCC.	STRINGENCY OF OCC.	TOTAL SAMPLE
SCRANTON	4	MACH.OP.-IND.	1000	176	LOOSE	29

ITEMS	DESCRIPTION	TOTAL			HOLDS NOW			PROMOTED			HIRED-RELEASED			NOT HIRED		
		SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE
REQUIREMENTS																
EDUCATION	READ-WRITE	29	29	H.S.&UP	8	8	H.S.&UP	8	8	H.S.&UP	7	7	H.S.&UP	6	6	H.S.&UP
TEST 1	006	23	16	12	7	6	12	5	5	12	7	4	10	4	1	8
TEST 2	050	17	11	99	5	5	99	2	2	90	7	4	96	3		40
MINIMUM AGE	18	29	29	19	8	8	19	8	8	26	7	7	19	6	6	21
MAXIMUM AGE	50-	29	29	50	8	8	41	8	8	50	7	7	42	6	6	46
SEX	MALE	29	29	MALE	8	8	MALE	8	8	MALE	7	7	MALE	6	6	MALE
PHYSICAL EXAM	YES	25	23	YES	8	8	YES	8	8	YES	7	7	YES	2		NO
ANY SHIFT	YES	28	28	YES	8	8	YES	8	8	YES	7	7	YES	5	5	YES
ATTITUDE	YES	3	3	YES	2	2	YES	1	1	YES						
POLICE RECORD	NO	28	28	NO	8	8	NO	8	8	NO	7	7	NO	5	5	NO
APPLICATION	YES															
PREFERENCES																
EDUCATION	H.S.&ABOVE	29	20	H.S.&UP	8	7	H.S.&UP	8	7	H.S.&UP	7	3	H.S.&UP	6	3	H.S.&UP
TEST-1	009	23		12	7		12	5		12	7		10	4		8
TEST-2	070	17	8	99	5	4	99	2	2	90	7	2	96	3		40
MINIMUM AGE	25	29	21	19	8	4	19	8	8	26	7	4	19	6	5	21
REFERENCES	JOB	1	1	JOB				1	1	JOB						
VOCATIONAL TRN	YES	29	4	NO	8	2	NO	8	1	NO	7	1	NO	6		NO
EXPERIENCED	YES	28	13	NO	8	3	NO	8	1	NO	6	4	YES	6	5	YES
APPEARANCE	YES															
PLAN TO STAY	YES															
OTHER																
MARITAL-STATUS		29		MARRIED	8		MARRIED	8		MARRIED	7		MARRIED	6		MARRIED
CHARACTER		1		YES				1		YES						
PERSONALITY		2		YES	2		YES									
GROWTH POTENT		1		YES				1		YES						
DRAFT I-A		27		NO	8		NO	7		NO	6		NO	6		NO
PERFORMANCE		23		AVERAGE	8		MULTI	8		AVERAGE	7		BLW-AVG			

COMMENTS T1 PURDUE VOC. T2 CAL.SPATIAL RELATIONS NO JOB HOP 5 6 160LB PREF

CITY	COMPANY	OCCUPATION	# EMPLOYED IN CO.	# EMPLOYED IN OCC.	STRINGENCY OF OCC.	TOTAL SAMPLE
CHARLESTON	1	PORTER	0200	17	TIGHT	9

ITEMS	DESCRIPTION	TOTAL			HOLDS NOW			PROMOTED			HIRED-RELEASED			NOT HIRED		
		SAMP	MET	MODE	SAMP	MET	MODE	SAMP.MET		MODE	SAMP	MET	MODE	SAMP	MET	MODE
REQUIREMENTS																
REFERENCES	GENERAL	.4	1	NO	1	1	JOB							3		NO
CREDIT CHECK	YES															
ANY SHIFT	YES	1		NO							1		NO			
CHARACTER	YES	4	4	YES	2	2	YES				1	1	YES	1	1	YES
APPEARANCE	YES	5	5	YES	2	2	YES				2	2	YES	1	1	YES
ATTITUDE	YES	4	1	NO	1	1	YES				1		NO	2		NO
PREFERENCES																
MINIMUM AGE	20	9	8	18	2	2	34				2	2	43	5	4	18
MAXIMUM-AGE	60	9	9	57	2	2	57				2	2	44	5	5	41
EXPERIENCED	YES	9	6	YES	2	2	YES				2	1	MULTI	5	3	YES
PLAN TO STAY	YES															
DRAFT I-A	NO	2	2	NO							1	1	NO	1	1	NO
OTHER																
EDUCATION																
MARITAL-STATUS		9		MARRIED	2		MULTI				2		MARRIED	5		SINGLE
SEX		9		MALE	2		MALE				2		MULTI	5		MALE
PERSONALITY		5		YES	2		YES				2		YES	1		YES
PERFORMANCE		4		AVERAGE	2		AVERAGE				2		MULTI			

COMMENTS

CITY	COMPANY	OCCUPATION	# EMPLOYED IN CO.	# EMPLOYED IN OCC.	STRINGENCY OF OCC.	TOTAL SAMPLE
CHARLESTON	1	MACH.OP.-CLER.	0200	14		15

ITEMS	DESCRIPTION	TOTAL			HOLDS NOW			PROMOTED			HIRED-RELEASED			NOT HIRED		
		SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE
REQUIREMENTS																
EDUCATION	H.S.&ABOVE	15	15	1YR-COL	8	8	1YR-COL	3	3	MULTI				4	4	MULTI
TEST 1	070	15	12	129	8	8	129	3	3	113				4	1	87
REFERENCES	GENERAL	3	2	GENERAL	2	2	GENERAL							1		NO
CREDIT CHECK	YES	13	13	YES	8	8	YES	2	2	YES				3	3	YES
POLICE RECORD	NO															
APPLICATION	YES															
PREFERENCES																
TEST-1	090	15		129	8		129	3		113				4		87
VOCATIONAL TRN	YES	15		NO	8		NO	3		NO				4		NO
GROWTH POTENT	YES															
DRAFT 1-A	NO	4	4	NO	1	1	NO	2	2	NO				1	1	NO
FAMILY PLANS	YES															
OTHER																
MINIMUM AGE		15		18	8		18	3		18				4		19
MAXIMUM AGE		15		22	8		20	3		20				4		22
MARITAL-STATUS		15		SINGLE	8		SINGLE	3		SINGLE				4		MARRIED
SEX		15		FEMALE	8		FEMALE	3		MALE				4		MULTI
EXPERIENCED		9		NO	4		MULTI	2		NO				3		YES
CHARACTER		5		YES	3		YES							2		YES
PERSONALITY		12		YES	5		YES	3		YES				4		YES
APPEARANCE		12		YES	5		YES	3		YES				4		YES
PERFORMANCE		11		AVERAGE	8		AVERAGE	3		AVERAGE						

COMMENTS TEST SCORE THREE TEST COMPOSITE

CITY	COMPANY	OCCUPATION	# EMPLOYED IN CO.	# EMPLOYED IN OCC.	STRINGENCY OF OCC.	TOTAL SAMPLE
CHARLESTON	2	TYPIST	3600	100	LOOSE	20

ITEMS	DESCRIPTION.	TOTAL			HOLDS NOW			PROMOTED			HIRED-RELEASED			NOT HIRED		
		SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE
REQUIREMENTS																
EDUCATION	H.S.&ABOVE	20	19	H.S.&UP	7	6	H.S.&UP	5	5	H.S.&UP	3	3	H.S.&UP	5	5	H.S.&UP
TEST 1	018	19	18	34	7	6	32	4	4	34	3	3	31	5	5	23
TEST 2	045	17	10	80	7	6	70	2	1	50	3	3	80	5		31
REFERENCES	GENERAL	14	13	GENERAL	6	6	GENERAL	5	5	GENERAL	3	2	MULTI			
TEST NO SCORE	YES	15	15	YES	7	7	YES	5	5	YES	3	3	YES			
PHYSICAL EXAM	YES	15	15	YES	7	7	YES	5	5	YES	3	3	YES			
SECURITY CHECK	YES	15	15	YES	7	7	YES	5	5	YES	3	3	YES			
PERSONALITY	YES	4	4	YES	1	1	YES	1	1	YES	2	2	YES			
APPEARANCE	YES	1	1	YES				1	1	YES						
ATTITUDE	YES	8	8	YES	4	4	YES	3	3	YES	1	1	YES			
POLICE RECORD	NO	15	15	NO	7	7	NO	5	5	NO	3	3	NO			
PREFERENCES																
SEX		20	19	FEMALE	7	7	FEMALE	5	4	FEMALE	3	3	FEMALE	5	5	FEMALE
EXPERIENCED	YES	17	12	YES	6	4	YES	5	2	NO	3	3	YES	[illegible]	3	YES
OTHER																
MINIMUM AGE		20		18	7		18	5		20	3		20	5		18
MAXIMUM AGE		20		37	7		33	5		37	3		26	5		35
MARITAL-STATUS		20		SINGLE	7		SINGLE	5		MULTI	3		SINGLE	5		SINGLE
VOCATIONAL TRN		20		NO	7		NO	5		NO	3		NO	5		NO
CHARACTER		4		YES	3		YES	1		YES						
DRAFT 1-A		1		NO				1		NO						
PERFORMANCE		15		AVERAGE	7		AVERAGE	5		ABV-AVG	3		BLW-AVG			

COMMENTS PREFER C AVER.

CITY	COMPANY	OCCUPATION	# EMPLOYED IN CO.	# EMPLOYED IN OCC.	STRINGENCY OF OCC.	TOTAL SAMPLE
CHARLESTON	2	FILE CLERK	3600	35	LOOSE	15

ITEMS	DESCRIPTION	TOTAL			HOLDS NOW			PROMOTED			HIRED-RELEASED			NOT HIRED		
		SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE
REQUIREMENTS																
EDUCATION	H.S.&ABOVE	15	15	H.S.&UP	7	7	H.S.&UP	5	5	H.S.&UP				3	3	H.S.&UP
TEST 1	018	12	10	35	5	5	35	5	5	28				2		16
REFERENCES	GENERAL	11	11	GENERAL	6	6	GENERAL	4	4	MULTI				1	1	JOB
TEST NO SCORE	YES	14	12	YES	7	7	YES	5	5	YES				2		NO
PHYSICAL EXAM	YES	13	12	YES	7	7	YES	5	5	YES				1		NO
SECURITY CHECK	YES	12	12	YES	7	7	YES	5	5	YES						
PERSONALITY	YES	2	2	YES				2	2	YES						
APPEARANCE	YES															
GROWTH POTENT	YES															
POLICE RECORD	NO	12	12	NO	7	7	NO	5	5	NO						
PREFERENCES																
TEST-1	022	12		35	5		35	5		28				2		16
MINIMUM AGE	18	15	15	18	7	7	18	5	5	18				3	3	19
MAXIMUM-AGE	25	15	13	46	7	5	46	5	5	21				3	3	21
EXPERIENCED	YES	14	7	MULTI	6	3	MULTI	5	3	YES				3	1	NO
OTHER																
MARITAL-STATUS		15		SINGLE	7		MARRIED	5		SINGLE				3		SINGLE
SEX		15		FEMALE	7		FEMALE	5		FEMALE				3		FEMALE
VOCATIONAL TRN		15		NO	7		NO	5		NO				3		NO
CHARACTER		5		YES	3		YES	2		YES						
ATTITUDE		7		YES	4		YES	3		YES						
APPLICATION		1		NO										1		NO
PERFORMANCE		12		AVERAGE	7		AVERAGE	5		ABV-AVG						

COMMENTS SEE CHANGE IN REQUIREMENTS

CITY	COMPANY	OCCUPATION	# EMPLOYED IN CO.	# EMPLOYED IN OCC.	STRINGENCY OF OCC.	TOTAL SAMPLE
CHARLESTON	2	MACH.OP.-IND.	3600	55	LOOSE	27

ITEMS	DESCRIPTION	TOTAL			HOLDS NOW			PROMOTED			HIRED-RELEASED			NOT HIRED		
		SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE
REQUIREMENTS																
EDUCATION	H.S.&ABOVE	27	22	H.S.&UP	8	8	H.S.&UP	6	5	H.S.&UP	8	5	H.S.&UP	5	4	H.S.&UP
TEST 1	018	20	18	31	8	8	25	3	2	29	8	7	31	1	1	23
REFERENCES	GENERAL	21	19	JOB	8	8	GENERAL	6	5	JOB	6	6	JOB	1		NO
TEST NO SCORE	YES	21	21	YES	8	8	YES	5	5	YES	8	8	YES			
PHYSICAL EXAM	YES	26	25	YES	8	8	YES	6	6	YES	8	8	YES	4	3	YES
SECURITY CHECK	YES	25	25	YES	8	8	YES	6	6	YES	8	8	YES	3	3	YES
POLICE RECORD	NO	26	20	NO	8	7	NO	6	6	NO	8	6	NO	4	1	YES
PREFERENCES																
MINIMUM AGE	18	27	27	18	8	8	23	6	6	18	8	8	18	5	5	22
MAXIMUM-AGE	25	27	13	48	8	3	48	6	4	37	8	4	34	5	2	45
SEX	MALE	27	27	MALE	8	8	MALE	6	6	MALE	8	8	MALE	5	5	MALE
EXPERIENCED	YES	27	5	NO	8	1	NO	6	1	NO	8	1	NO	5	2	NO
DRAFT I-A	NO	24	23	NO	8	8	NO	5	5	NO	7	6	NO	4	4	NO
OTHER																
MARITAL-STATUS		27		MARRIED	8		MARRIED	6		MARRIED	8		MARRIED	5		MARRIED
VOCATIONAL TRN		27		NO	8		NO	6		NO	8		NO	5		NO
CHARACTER		13		YES	8		YES	5		YES						
ATTITUDE		7		YES	3		YES	2		MULTI	2		YES			
APPLICATION		1		NO							1		NO			
PERFORMANCE		22		AVERAGE	8		AVERAGE	6		ABV-AVG	8		BLW-AVG			

COMMENTS ADDITIONAL T MECHAN APT AND BENNETT SEE CHANGE IN REQUIREMENTS

CITY	COMPANY	OCCUPATION	# EMPLOYED IN CO.	# EMPLOYED IN OCC.	STRINGENCY OF OCC.	TOTAL SAMPLE
CHARLESTON	3	ORDERLY	0900	37	TIGHT	20

ITEMS	DESCRIPTION	TOTAL			HOLDS NOW			PROMOTED			HIRED-RELEASED			NOT HIRED		
		SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE
REQUIREMENTS																
EDUCATION	6GRD&ABOVE	20	20	H.S.&UP	8	8	H.S.&UP	1	1	H.S.&UP	4	4	H.S.&UP	7	7	H.S.&UP
MINIMUM AGE	18	20	19	17	8	7	17	1	1	18	4	4	19	7	7	19
MAXIMUM AGE	55	20	20	36	8	8	33	1	1	18	4	4	23	7	7	36
SEX	MALE	20	20	MALE	8	8	MALE	1	1	MALE	4	4	MALE	7	7	MALE
PHYSICAL EXAM	YES	13	13	YES	8	8	YES	1	1	YES	4	4	YES			
POLICE RECORD	NO	20	15	NO	8	8	NO	1	1	NO	4		NO	7	2	YES
PREFERENCES																
EDUCATION	H.S.&ABOVE	20	13	H.S.&UP	8	6	H.S.&UP	1	1	H.S.&UP	4	3	H.S.&UP	7	1	H.S.&UP
EXPERIENCED	YES	13	12	YES	5	5	YES	1	1	YES	3	2	YES	4	4	YES
PERSONALITY	YES	5	5	YES	2	2	YES				1	1	YES	2	2	YES
APPEARANCE	YES	8	8	YES	5	5	YES	1	1	YES	1	1	YES	1	1	YES
ATTITUDE	YES	10	8	YES	6	6	YES	1	1	YES	2	1	MULTI	1		NO
OTHER																
MARITAL-STATUS		18		SINGLE	7		SINGLE	1		SINGLE	4		SINGLE	6		MARRIED
REFERENCES		8		JOB	3		JOB	1		GENERAL	2		MULTI	2		JOB
VOCATIONAL TRN		1		YES										1		YES
CHARACTER		1		NO							1		NO			
GROWTH POTENT		1		NO										1		NO
DRAFT I-A		13		NO	5		NO				1		NO	7		NO
TRANSPORTATION		1		YES	1		YES									
APPLICATION		1		NO										1		NO
PERFORMANCE		13		AVERAGE	8		AVERAGE	1		ABV-AVG	4		BLW-AVG			

COMMENTS

CITY	COMPANY	OCCUPATION	# EMPLOYED IN CO.	# EMPLOYED IN OCC.	STRINGENCY OF OCC.	TOTAL SAMPLE
CHARLESTON	3	FOOD ASSEMBLY	0900	13	LOOSE	14

ITEMS	DESCRIPTION	TOTAL			HOLDS NOW			PROMOTED			HIRED-RELEASED			NOT HIRED		
		SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE
REQUIREMENTS																
EDUCATION	READ-WRITE	13	13	H.S.&UP	6	6	H.S.&UP	3	3	8GRD&UP				4	4	H.S.&UP
MINIMUM AGE	16	14	14	19	7	7	29	3	3	39				4	4	19
MAXIMUM AGE	65	14	14	60	7	7	54	3	3	43				4	4	60
PHYSICAL EXAM	YES	10	10	YES	7	7	YES	3	3	YES						
TRANSPORTATION	YES	2	2	YES				2	2	YES						
PREFERENCES																
EDUCATION	H.S.&ABOVE	13	4	H.S.&UP	6	2	H.S.&UP	3	1	8GRD&UP				4	1	H.S.&UP
MINIMUM AGE	18	14	14	19	7	7	29	3	3	39				4	4	19
MAXIMUM-AGE	55	14	13	60	7	7	54	3	3	43				4	3	60
REFERENCES	GENERAL	3	3	JOB	1	1	JOB	2	2	MULTI						
SEX		14	14	FEMALE	7	7	FEMALE	3	3	FEMALE				4	4	FEMALE
CHARACTER	YES	2	1	MULTI	1	1	YES							1		NO
ATTITUDE	YES	3	2	YES	1	1	YES	1	1	YES				1		NO
OTHER																
MARITAL-STATUS		14		MARRIED	7		MULTI	3		MARRIED				4		SINGLE
VOCATIONAL TRN		1		YES	1		YES									
EXPERIENCED		5		YES	3		YES	2		MULTI						
PERSONALITY		4		YES	2		YES	1		YES				1		YES
APPEARANCE		6		YES	3		YES	2		YES				1		YES
APPLICATION		2		NO										2		NO
PERFORMANCE		10		ABV-AVG	7		ABV-AVG	3		ABV-AVG						

COMMENTS WEIGHT REQ EXPERIENCE PREF FOR OLDER APPLICANT

CITY	COMPANY	OCCUPATION	# EMPLOYED IN CO.	# EMPLOYED IN OCC.	STRINGENCY OF OCC.	TOTAL SAMPLE
CHARLESTON	3	NURSE AID	0900	114	LOOSE	18

ITEMS	DESCRIPTION	TOTAL			HOLDS NOW			PROMOTED			HIRED-RELEASED			NOT HIRED		
		SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE
REQUIREMENTS																
EDUCATION	8GRD&ABOVE	18	18	H.S.&UP	8	8	H.S.&UP	1	1	H.S.&UP	4	4	H.S.&UP	5	5	MULTI
MINIMUM AGE	18	18	17	17	8	8	18	1	1	33	4	4	22	5	4	17
MAXIMUM AGE	55	18	18	47	8	8	40	1	1	33	4	4	43	5	5	47
REFERENCES	GENERAL	6	5	JOB	2	2	JOB				2	2	JOB	2	1	MULTI
SEX	FEMALE	18	18	FEMALE	8	8	FEMALE	1	1	FEMALE	4	4	FEMALE	5	5	FEMALE
VOCATIONAL TRN	YES	16	12	YES	6	6	YES	1	1	YES	4	3	YES	5	2	NO
PHYSICAL EXAM	YES	13	13	YES	8	8	YES	1	1	YES	4	4	YES			
TRANSPORTATION	YES	3	3	YES	2	2	YES				1	1	YES			
PREFERENCES																
EDUCATION	10GRD&ABOVE	18	12	H.S.&UP	8	6	H.S.&UP	1	1	H.S.&UP	4	3	H.S.&UP	5	2	MULTI
PERSONALITY	YES	7	6	YES	3	3	YES	1	1	YES	2	2	YES	1		NO
APPEARANCE	YES	8	8	YES	4	4	YES	1	1	YES	3	3	YES			
ATTITUDE	YES	7	4	YES	2	1	MULTI				3	3	YES	2		NO
FAMILY PLANS	YES	1	1	YES	1	1	YES									
OTHER																
MARITAL-STATUS		18		MARRIED	8		MARRIED	1		DIVORCD	4		MARRIED	5		MARRIED
EXPERIENCED		6		YES	2		YES				1		YES	3		YES
GROWTH POTENT		1		NO										1		NO
PERFORMANCE		13		AVERAGE	8		AVERAGE	1		ABV-AVG	4		BLW-AVG			

COMMENTS NURSE AID TRAINING SCHOOL REQ IF NO EQUIVALENT RELEVANT EXPERIENCE

CITY	COMPANY	OCCUPATION	# EMPLOYED IN CO.	# EMPLOYED IN OCC.	STRINGENCY OF OCC.	TOTAL SAMPLE
CHARLESTON	4	TYPIST	2500	12	LOOSE	5

ITEMS	DESCRIPTION	TOTAL			HOLDS NOW			PROMOTED			HIRED-RELEASED			NOT HIRED		
		SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE
REQUIREMENTS																
EDUCATION	H.S.&ABOVE	5	5	1YR COL	3	3	1YR-COL	2	2	MULTI						
TEST 1	060	4	4	78	3	3	78	1	1	60						
TEST 2	100	4	3	130	3	2	120	1	1	130						
MINIMUM AGE	18	5	5	19	3	3	20	2	2	19						
REFERENCES	GENERAL	5	5	GENERAL	3	3	GENERAL	2	2	GENERAL						
PHYSICAL EXAM	YES	5	5	YES	3	3	YES	2	2	YES						
CREDIT CHECK	YES	5	5	YES	3	3	YES	2	2	YES						
CHARACTER	YES	5	5	YES	3	3	YES	2	2	YES						
APPEARANCE	YES	2	2	YES				2	2	YES						
ATTITUDE	YES	2	2	YES				2	2	YES						
GROWTH POTENT	YES															
PLAN TO STAY	YES															
POLICE RECORD	NO	5	5	NO	3	3	NO	2	2	NO						
APPLICATION	YES	5	5	YES	3	3	YES	2	2	YES						
PREFERENCES																
VOCATIONAL TRN	YES															
OTHER																
MAXIMUM AGE		5		32	3		32	2		20						
MARITAL-STATUS		5		SINGLE	3		MULTI	2		SINGLE						
SEX		5		FEMALE	3		FEMALE	2		FEMALE						
EXPERIENCED		4		YES	3		YES	1		YES						
PERSONALITY		3		YES	1		YES	2		YES						
PERFORMANCE		5		ABV-AVG	3		ABV-AVG	2		MULTI						

COMMENTS T1 TYPING T2 SHORTHAND SEE WRITEUP

CITY	COMPANY	OCCUPATION	# EMPLOYED IN CO.	# EMPLOYED IN OCC.	STRINGENCY OF OCC.	TOTAL SAMPLE
CHARLESTON	4	MACH.OP.-IND.	2500	65	LOOSE	26

ITEMS	DESCRIPTION	TOTAL			HOLDS NOW			PROMOTED			HIRED-RELEASED			NOT HIRED		
		SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE
REQUIREMENTS																
EDUCATION	H.S.&ABOVE	26	26	H.S.&UP	8	8	1YR-COL	8	8	H.S.&UP	2	2	MULTI	8	8	H.S.&UP
TEST 1	020	26	26	34	8	8	33	8	7	34	2	2	23	8	8	30
TEST 2	036	26	26	56	8	8	51	8	8	56	2	2	51	8	8	50
MINIMUM AGE	18	24	24	19	8	8	19	6	6	23	2	2	25	8	8	21
REFERENCES	GENERAL	16	16	GENERAL	5	5	GENERAL	6	6	MULTI	1		JOB	4	4	JOB
SEX	MALE	26	26	MALE	8	8	MALE	8	8	MALE	2	2	MALE	9	8	MALE
PHYSICAL EXAM	YES	26	24	YES	8	8	YES	8	8	YES	2	2	YES	9	6	YES
CREDIT CHECK	YES	20	19	YES	7	7	YES	8	8	YES	1	1	YES	4	3	YES
ANY SHIFT	YES															
CHARACTER	YES	21	17	YES	7	7	YES	8	8	YES	2	2	YES	4		NO
APPEARANCE	YES	17	17	YES	7	7	YES	5	5	YES	1	1	YES	4	4	YES
ATTITUDE	YES	10	7	YES	2	2	YES	2	2	YES	1	1	YES	5	2	NO
GROWTH POTENT	YES															
PLAN TO STAY	YES	3	1	NO							1	1	YES	2		NO
POLICE RECORD	NO	27	20	NO	8	7	NO	8	8	NO	2	1	MULTI	8	4	NO
APPLICATION	YES	21	19	YES	8	8	YES	8	8	YES	2	2	YES	3	1	MULTI
PREFERENCES																
EDUCATION	1YR.COLLEGE	26	12	H.S.&UP	8	6	1YR-COL	8	3	H.S.&UP	2	1	MULTI	8	2	H.S.&UP
DRAFT 1-A	NO	24	24	NO	6	6	NO	8	8	NO	2	2	NO	8	8	NO
OTHER																
MAXIMUM AGE		24		32	8		30	6		27	2		26	8		32
MARITAL-STATUS		27		MARRIED	8		MARRIED	8		MARRIED	2		MARRIED	8		MULTI
EXPERIENCED		27		YES	8		MULTI	8		YES	2		MULTI	8		YES
PERSONALITY		20		YES	6		YES	5		YES	2		YES	7		NO
PERFORMANCE		18		ABV-AVG	8		ABV-AVG	8		ABV-AVG	2		BLW-AVG			ABV-AVG

COMMENTS MIN HT&WT REQ SHFT WRK FAMILY PREF SEE WRITEUP T1 WOND T2M.APT

CITY	COMPANY	OCCUPATION	# EMPLOYED IN CO.	# EMPLOYED IN OCC.	STRINGENCY OF OCC.	TOTAL SAMPLE
JERSEY CITY	1	FILE CLERK	0600	7	TIGHT	8

ITEMS	DESCRIPTION	TOTAL			HOLDS NOW			PROMOTED			HIRED-RELEASED			NOT HIRED		
		SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE
REQUIREMENTS																
EDUCATION	H.S.&ABOVE	8	7	H.S.&UP	7	7	H.S.&UP	1		H.S.&UP						
TEST 1	010	5	4	12	5	4	12									
PERSONALITY	YES	1	1	YES				1	1	YES						
POLICE RECORD	NO	8	8	NO	7	7	NO	1	1	NO						
APPLICATION	YES															
PREFERENCES																
REFERENCES		6	6	GENERAL	5	5	GENERAL	1	1	GENERAL						
SEX		8	8	FEMALE	7	7	FEMALE	1	1	FEMALE						
OTHER																
MINIMUM AGE		8		18	7		18	1		32						
MAXIMUM AGE		8		32	7		29	1		32						
MARITAL-STATUS		8		SINGLE	7		SINGLE	1		MARRIED						
EXPERIENCED		7		YES	6		YES	1		NO						
SPECIAL SUBJ		1		YES	1		YES									
CHARACTER		2		YES	1		YES	1		YES						
APPEARANCE		1		YES	1		YES									
PERFORMANCE		8		BLW-AVG	7		BLW-AVG	1		AVERAGE						

COMMENTS T1 CASHIER TEST.10 OF 12

CITY	COMPANY	OCCUPATION	# EMPLOYED IN CO.	# EMPLOYED IN OCC.	STRINGENCY OF OCC.	TOTAL SAMPLE
JERSEY CITY	1	PORTER	0600	6	TIGHT	3

ITEMS	DESCRIPTION	TOTAL			HOLDS NOW			PROMOTED			HIRED-RELEASED			NOT HIRED		
		SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE
REQUIREMENTS																
MINIMUM AGE	26	3	1	18	3	1	18									
POLICE RECORD	NO	3	3	NO	3	3	NO									
APPLICATION	YES															
PREFERENCES																
APPEARANCE	YES															
ATTITUDE	YES															
OTHER																
EDUCATION		3		H.S.&UP	3		H.S.&UP									
MAXIMUM AGE		3		49	3		49									
MARITAL-STATUS		3		SINGLE	3		SINGLE									
REFERENCES		1		GENERAL	1		GENERAL									
SEX		3		MALE	3		MALE									
EXPERIENCED		3		YES	3		YES									
DRAFT 1-A		1		NO	1		NO									
PERFORMANCE		3		BLW-AVG	3		BLW-AVG									

COMMENTS

CITY	COMPANY	OCCUPATION	# EMPLOYED IN CO.	# EMPLOYED IN OCC.	STRINGENCY OF OCC.	TOTAL SAMPLE
JERSEY CITY	1	SALES CLERK	0600	350	LOOSE	14

ITEMS	DESCRIPTION	TOTAL			HOLDS NOW			PROMOTED			HIRED-RELEASED			NOT HIRED		
		SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE
REQUIREMENTS																
EDUCATION	READ-WRITE	13	13	H.S.&UP	8	8	H.S.&UP	2	2	MULTI				3	3	MULTI
REFERENCES	GENERAL	4	4	MULTI	3	3	GENERAL	1	1	JOB						
PHYSICAL EXAM	YES	10	10	YES	8	8	YES	2	2	YES						
ANY SHIFT	YES															
PERSONALITY	YES	3	3	YES	3	3	YES									
APPEARANCE	YES	2	2	YES	2	2	YES									
ATTITUDE	YES	4	2	MULTI	2	2	YES							2		NO
POLICE RECORD	NO	10	10	NO	8	8	NO	2	2	NO						
FAMILY PLANS	YES															
APPLICATION	YES	2		NO										2		NO
PREFERENCES																
EDUCATION	H.S.&ABOVE	13	10	H.S.&UP	8	6	H.S.&UP	2	2	MULTI				3	2	MULTI
GROWTH POTENT	YES															
DRAFT 1-A	NO	2	2	NO	1	1	NO							1	1	NO
OTHER																
MINIMUM AGE		14		17	8		19	2		18				4		17
MAXIMUM AGE		14		51	8		51	2		29				4		20
MARITAL-STATUS		14		SINGLE	8		MARRIED	2		MULTI				4		SINGLE
SEX		14		FEMALE	8		FEMALE	2		MALE				4		MULTI
EXPERIENCED		11		NO	6		MULTI	1		YES				4		NO
CHARACTER		1		YES	1		YES									
PERFORMANCE		10		AVERAGE	8		AVERAGE	2		ABV-AVE						

COMMENTS

```
   CITY         COMPANY      OCCUPATION      # EMPLOYED IN CO.    # EMPLOYED IN OCC.    STRINGENCY OF OCC.    TOTAL SAMPLE
JERSEY CITY        2           TYPIST              1100                   27                  LOOSE                 23

  ITEMS          DESCRIPTION     TOTAL                 HOLDS NOW             PROMOTED              HIRED-RELEASED        NOT HIRED

                               SAMP MET MODE         SAMP MET MODE         SAMP MET MODE         SAMP MET MODE         SAMP MET MODE
  REQUIREMENTS
 EDUCATION        10GRD&ABOVE    23  23 H.S.&UP         8   8 H.S.&UP         7   7 H.S.&UP                                  8   8 H.S.&UP
 TEST 1              035         20  16   72            8   7   58            5   5   72                                     7   4   55
 TEST 2              025         21  15   47            8   7   46            5   5   31                                     8   3   47
 APPEARANCE          YES          1   1  YES                                  1   1  YES
 FAMILY PLANS        YES
 APPLICATION         YES

  PREFERENCES
 EDUCATION        H.S.&ABOVE     23  20 H.S.&UP         8   7 H.S.&UP         7   7 H.S.&UP                                  8   6 H.S.&UP
 TEST-1              045         20       72            8       58            5       72                                     7       55
 TEST-2              035         21   4   47            8   3   46            5       31                                     8   1   47
 GROWTH POTENT       YES
 PLAN TO STAY        YES

  OTHER
 MINIMUM AGE                     23       17            8       17            7       17                                     8       18
 MAXIMUM AGE                     23       53            8       21            7       29                                     8       53
 MARITAL-STATUS                  22     SINGLE          8     SINGLE          7     SINGLE                                   7     SINGLE
 REFERENCES                      15     GENERAL         8     GENERAL         7     GENERAL
 SEX                             23     FEMALE          8     FEMALE          7     FEMALE                                   8     FEMALE
 VOCATIONAL TRN                   4      YES            1      YES            1      YES                                     2      YES
 PHYSICAL EXAM                   15      YES            8      YES            7      YES
 CREDIT CHECK                     2      YES            2      YES
 EXPERIENCED                     12      YES            3      YES            3      YES                                     6      YES
 CHARACTER                       11      YES            6      YES            5      YES
 PERSONALITY                      8      YES            4      YES            4      YES
 ATTITUDE                         6      YES            4      YES            2      YES
 POLICE RECORD                    1      NO             1      NO
 PERFORMANCE                     15     ABV-AVG         8     MULTI           7     ABV-AVG

COMMENTS                       T1 TYP 3ERS  T2 CLER.APT.  REQ. 10GRD OLD112GRD YOUNG   PREF.MARRD
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   CITY         COMPANY      OCCUPATION      # EMPLOYED IN CO.    # EMPLOYED IN OCC.    STRINGENCY OF OCC.    TOTAL SAMPLE
JERSEY CITY        2           PORTER              1100                   11                  TIGHT                 12

  ITEMS          DESCRIPTION     TOTAL                 HOLDS NOW             PROMOTED              HIRED-RELEASED        NOT HIRED

                               SAMP MET MODE         SAMP MET MODE         SAMP MET MODE         SAMP MET MODE         SAMP MET MODE
  REQUIREMENTS
 REFERENCES          JOB          6   6 GENERAL         6   6 GENERAL
 SEX                 MALE        12  12  MALE           6   6  MALE                                                      6   6  MALE
 PHYSICAL EXAM       YES          6   6  YES            6   6  YES
 APPEARANCE          YES

  PREFERENCES
 MINIMUM AGE         60          12   2   22            6   1   34                                                       6   1   22
 EXPERIENCED         YES          3   3  YES            3   3  YES
 GROWTH POTENT       YES

  OTHER
 EDUCATION                       10     H.S.&UP         4     H.S.&UP                                                    6     10GR&UP
 TEST 1                           5       15            2       15                                                       3       14
 TEST 2                           5       22
 MAXIMUM AGE                     12       67            6       62                                                       6       67
 MARITAL-STATUS                  12     MARRIED         6     MARRIED                                                    6     MARRIED
 CREDIT CHECK                     1      YES            1      YES
 CHARACTER                        4      YES            4      YES
 PERSONALITY                      1      YES            1      YES
 ATTITUDE                         4      YES            3      YES                                                       1      NO
 PLAN TO STAY                     3      NO                                                                              3      NO
 DRAFT I-A                       10      NO             5      NO                                                        5      NO
 APPLICATION                      3      NO             2      NO                                                        1      NO
 PERFORMANCE                      6     ABV-AVG         6     ABV-AVG

COMMENTS                       PREF.RETIRED OLD MEN
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    CITY           COMPANY       OCCUPATION      # EMPLOYED IN CO.     # EMPLOYED IN OCC.     STRINGENCY OF OCC.     TOTAL SAMPLE
JERSEY CITY           2        MACH.OP.-CLER.          1100                    #                    .LOOSE                  15

    ITEMS         DESCRIPTION          TOTAL                HOLDS NOW               PROMOTED             HIRED-RELEASED            NOT HIRED

                                SAMP MET   MODE         SAMP MET   MODE         SAMP MET   MODE         SAMP MET   MODE         SAMP MET   MODE
 REQUIREMENTS
EDUCATION         10GRD&ABOVE     15  14 H.S.&UP           6   6 H.S.&UP           5   4 H.S.&UP                                   4   4 H.S.&UP
TEST 1            018             15  15 26                6   6 24                5   5 26                                        4   4 24
TEST 2            035             11   6 40                5   2 40                4   3 39                                        2   1 39
REFERENCES        JOB             10   9 GENERAL           4   4 MULTI             5   5 GENERAL                                   1     NO
PHYSICAL EXAM     YES             11  11 YES               6   6 YES               5   5 YES
APPEARANCE        YES              1   1 YES                                       1   1 YES
POLICE RECORD     NO

 PREFERENCES
EDUCATION         H.S.&ABOVE      15  11 H.S.&UP           6   4 H.S.&UP           5   4 H.S.&UP                                   4   3 H.S.&UP
EXPERIENCED       YES              8   8 YES               4   4 YES               2   2 YES                                       2   2 YES
PLAN TO STAY      YES              1     NO                                                                                        1     NO

 OTHER
MINIMUM AGE                       15     19                6     19                5     22                                        4     19
MAXIMUM AGE                       15     43                6     43                5     38                                        4     30
MARITAL-STATUS                    15     MARRIED           6     MARRIED           5     MARRIED                                   4     SINGLE
SEX                               15     FEMALE            6     FEMALE            5     FEMALE                                    4     FEMALE
VOCATIONAL TRN                     3     YES               3     YES
CREDIT CHECK                       1     YES               1     YES
CHARACTER                          8     YES               4     YES               4     YES
PERSONALITY                        3     YES               2     YES               1     YES
ATTITUDE                           4     YES               2     YES               2     YES
DRAFT I-A                          1     NO                1     NO
FAMILY PLANS                       1     YES                                       1     YES
PERFORMANCE                        8     ABV-AVG           3     ABV-AVG           5     ABV-AVG

COMMENTS                    T1 CLER.APT  T2 WONDERLIC   PREF.MARRD ON 3RD. RT HND   POLICE CHK
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    CITY           COMPANY       OCCUPATION      # EMPLOYED IN CO.     # EMPLOYED IN OCC.     STRINGENCY OF OCC.     TOTAL SAMPLE
JERSEY CITY           3            TYPIST              1400                    58                    TIGHT                  10

    ITEMS         DESCRIPTION          TOTAL                HOLDS NOW               PROMOTED             HIRED-RELEASED            NOT HIRED

                                SAMP MET   MODE         SAMP MET   MODE         SAMP MET   MODE         SAMP MET   MODE         SAMP MET   MODE
 REQUIREMENTS
TEST 1            040             10   6 59                8   6 59                                                                2     1
MINIMUM AGE       16               8   8 17                8   8 17
PHYSICAL EXAM     YES              8   7 YES               8   7 YES
PERSONALITY       YES              1   1 YES               1   1 YES
APPEARANCE        YES              1   1 YES               1   1 YES
TRANSPORTATION    YES
FAMILY PLANS      YES

 PREFERENCES
EDUCATION         H.S.&ABOVE      10  10 H.S.&UP           8   8 H.S.&UP                                                           2   2 H.S.&UP
TEST-2            018              9   8 29                8   8 29                                                                1     1
MINIMUM AGE       17               8   8 17                8   8 17
MAXIMUM-AGE       64               8   8 50                8   8 50
REFERENCES                         4   4 GENERAL           4   4 GENERAL
EXPERIENCED       YES              9   7 YES               8   6 YES                                                               1   1 YES
GROWTH POTENT     YES

 OTHER
TEST 2                             9     29
MARITAL-STATUS                    10     SINGLE            8     SINGLE                                                            2     SINGLE
SEX                               10     FEMALE            8     FEMALE                                                            2     FEMALE
VOCATIONAL TRN                    10     NO                8     NO                                                                2     NO
CHARACTER                          1     YES               1     YES
ATTITUDE                           3     YES               3     YES
PERFORMANCE                        8     ABV-AVG           8     ABV-AVG

COMMENTS                    AGE&EXP OVER ED.  T1 TYPE   SEE CHANGE IN TEST REQUIREMENTS
```

CITY	COMPANY	OCCUPATION	# EMPLOYED IN CO.	# EMPLOYED IN OCC.	STRINGENCY OF OCC.	TOTAL SAMPLE
JERSEY CITY	3	FILE CLERK	1400	21	LOOSE	14

ITEMS	DESCRIPTION	TOTAL			HOLDS NOW			PROMOTED			HIRED-RELEASED			NOT HIRED		
		SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE
REQUIREMENTS																
MINIMUM AGE	16	11	11	17	7	7	18	4	4	17						
PHYSICAL EXAM	YES	12	11	YES	8	8	YES	4	3	YES						
PERSONALITY	YES															
APPEARANCE	YES	2	2	YES	1	1	YES	1	1	YES						
TRANSPORTATION	YES															
FAMILY PLANS	YES															
PREFERENCES																
EDUCATION	H.S.&ABOVE	14	13	H.S.&UP	8	7	H.S.&UP	4	4	H.S.&UP				2	2	MULTI
TEST-2	019	14	12	[illegible]	8	8	34	4	4	24				2		1
MINIMUM AGE	17	11	11	17	7	7	18	4	4	17						
MAXIMUM-AGE	64	11	11	51	7	7	51	4	4	18						
REFERENCES		3	3	JOB	1	1	JOB	2	2	MULTI						
EXPERIENCED	YES	10	5	MULTI	6	2	NO	2	2	YES				2	1	MULTI
GROWTH POTENT	YES															
OTHER																
TEST 2		14		34												
MARITAL-STATUS		14		SINGLE	8		SINGLE	4		SINGLE				2		SINGLE
SEX		14		FEMALE	8		FEMALE	4		FEMALE				2		FEMALE
VOCATIONAL TRN		14		NO	8		NO	4		NO				2		NO
ATTITUDE		2		YES	1		YES	1		YES						
PERFORMANCE		12		AVERAGE	8		AVERAGE	4		AVERAGE						

COMMENTS

CITY	COMPANY	OCCUPATION	# EMPLOYED IN CO.	# EMPLOYED IN OCC.	STRINGENCY OF OCC.	TOTAL SAMPLE
JERSEY CITY	3	MACH.OP.-IND.	1400	123	LOOSE	17

ITEMS	DESCRIPTION	TOTAL			HOLDS NOW			PROMOTED			HIRED-RELEASED			NOT HIRED		
		SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE	SAMP	MET	MODE
REQUIREMENTS																
EDUCATION	8GRD&ABOVE	16	15	H.S.&UP	8	7	H.S.&UP	3	3	H.S.&UP				5	5	H.S.&UP
TEST 1	010	4	4	21	2	2	17	2	2	21						
MINIMUM AGE	18	11	11	18	8	8	18	3	3	20						
TEST NO SCORE	YES	15		NO	7		NO	3		NO				5		NO
PHYSICAL EXAM	YES	11	11	YES	8	8	YES	3	3	YES						
APPEARANCE	YES															
APPLICATION	YES	2		NO										2		NO
PREFERENCES																
TEST-1	016	4		21	2		17	2		21						
MAXIMUM-AGE	64	11	11	42	8	8	42	3	3	38						
VOCATIONAL TRN	YES	16		NO	8		NO	3		NO				5		NO
EXPERIENCED	YES	12	3	NO	6	1	NO	2		NO				4	2	MULTI
OTHER																
MARITAL-STATUS		16		MULTI	8		MARRIED	3		SINGLE				5		SINGLE
SEX		17		MALE	8		MALE	3		MALE				6		MALE
DRAFT I-A		6		NO	3		NO	2		NO				1		NO
PERFORMANCE		11		AVERAGE	8		MULTI	3		AVERAGE						

COMMENTS REQ.RT.HND,EYE TEST, NO OBESITY T SCOS NOT FINAL NO ENLIST. T1#TNS

APPENDIX C
JOB TITLE DEFINITIONS

Typist

This occupation of typist is concerned with the typing of letters, reports, stencils, forms, addresses, or other straight-copy material from rough draft or corrected copy (Dictionary of Occupational Titles, 1965, Volume 1, "Definitions of Titles", Third Edition, page 767). A typist may also perform other routine office tasks.

The typists employed by the companies covered in the survey can be separated into two groups: (1) production typists, whose output is always of the same nature, and (2) typists who work with various types of material. Typists in the first category must show a willingness to perform the same task for several hours each day, while individuals in the second category must be flexible and responsive to changing tasks. Companies indicated that they usually look for individuals with good appearance and out-going personalities for the second group, which may come in contact with the public. An absolute requirement for typist positions is the skill of typing, measured in terms of speed (words per minute) and number of errors.

This occupation requires a short period of training, and companies rarely hire applicants who have no typing skills.

File Clerk

The occupation of file clerk primarily involves classifying, sorting, and filing correspondence, records, and other data. A file clerk may also search and investigate information contained in files, insert additional data, make up reports, and keep files current (Dictionary of Occupational Titles, 1965, Volume 1, "Definitions of Titles", Third Edition, page 271). Duties of a file clerk are routine. Frequently, in this occupation, it is important that certain tasks are kept up-to-date and are completed by a specified hour each day, week, or month.

Information from companies included in the survey indicates that, except in isolated cases, the personal characteristics of the individuals--such as personality and appearance--are not as important in this occupation as in other occupations where workers come in contact with the public. In the usual working environment, a file clerk deals only with co-workers. By its nature, the job requires that an individual be able to read and use the alphabet.

A short period of training (probably on-the-job) is necessary to acquaint the file clerk with her duties and with the filing system used in the department in which she is working. Often an experienced worker can train a new employee satisfactorily.

Porter and Cleaner

This job title is applicable to all industrial classifications. The Labor Department's Dictionary of Occupational Titles (D.O.T.) lists the following alternative designations for this grouping:

> Cleaner, janitor, sanitor, sweeper, trashman, utility man, vacuum cleaner, and waste collector.

In the porter grouping, under the subheading portress, the D.O.T. has the following reference ". . .(any industry) see charwoman". This is the only distinction noted for this grouping between men and women performing these general job duties. In actuality we found a substantial distinction between duties performed by men and women--men are required to perform most of the heavy, often hazardous, cleaning duties and operate special equipment (i.e., floor stripping and buffing machines).

Our general description of this grouping was as follows:

> Porters and Cleaners--Occupations concerned with cleaning buildings, furniture, and equipment. Includes sweeping, dusting, mopping, polishing floors and walls, and disposing of trash. Examples would be cleaning women, janitors (but not those who do repair or maintenance work) and cleaners of laboratory equipment.

An example of the kinds of different duties performed by maids (women) and porters (men) at a Scranton hospital include:

Maids	Porters
(1) Maintain patient areas.	(1) Cleaning of designated areas.
(2) Dust mopping of floors, general cleaning--with daily/weekly assignments.	(2) Wet mopping and removal of trash.
(3) Perform all housekeeping duties assigned by nurse resident.	(3) High dusting and washing tile walls.
	(4) Buffing all floors.
	(5) Moving furniture and equipment.

Industrial Machine Operator

In the context of this study, we have tried to limit this category to those semi-skilled occupations, concerned with routine tasks that can be learned quickly, involving the feeding or operation of machines. We have not attempted to limit the occupation in terms of either the type of machine or material being used. In attempting to define the category broadly, the following description was shown respondents.

> Machine Operators, Assorted Materials--Occupations concerned with routine tasks in feeding or operating machines for cutting, punching, shaping, packing, filling, or similar operations on assorted kinds of materials.

The following paragraph from the 1966-67 edition of the "Occupational Outlook Handbook", (U.S. Department of Labor, BLS Bulletin No. 1450, p. 455) describes the category in this manner:

> "A typical job of a semi-skilled operator is to place rough metal stock in a machine tool on which the speeds and operation sequence have already been set by a skilled worker. The operator watches the machine and calls his supervisor when anything unusual happens. Special, easy-to-use gages help him measure work quickly and accurately. The operator with limited training may make minor adjustments to keep his machine tool operating, but he depends on skilled machinery workers for major adjustments."

Examples of the kinds of semi-skilled industrial machine operators covered in this survey include:

(a) Extrusion Helper (Richmond manufacturer). His duties include: (1) guiding hot metal along runout table and (2) assisting on extrusion press, stretcher, saw and other auxiliary equipment.

(b) Machine Operator (Columbus manufacturer). Operates straightening machine to straighten metal cores for printed wiring board. Parts must be accurate to .010". Duties include: handle trays of parts to/from work/storage stations; manually feed parts to machines, check gages and report deviations to authorized employee: visually check parts for dirt, burrs or other defects.

Clerical Machine Operator

Included in this occupational category are clerical workers who operate machines ranging in complexity from simple calculators to non-professional work on various computer operations. The specific job titles used by participating companies generally reflect the kinds of equipment they use--i.e., proof machine operator, addressograph-multigraph operator. Key-punch machine operators, a large occupational category which is usually considered part of the office machine operator grouping, will be treated separately for analysis purposes in this study. This is primarily due to the fact that overall hiring requirements for this category were unique--falling between the range of requirements for typists and non-industrial machine operators.

The following are illustrations of the kinds of jobs covered in our categorization of non-industrial machine operators.

(a) Computer Operator (Indianapolis Bank Data Center). Reports to shift leader. Prepares and processes input to IBM 1401 and 360 systems. Sets up and operates system for variety of work. Assists in solving non-routine problems.

(b) Proof Machine Operator (Cleveland Bank). Using IBM or NCR equipment, sorts, lists, endorses, and proof checks, deposits and other entries for further processing. Work is of a repetitive and routine nature, requiring care and accuracy. Must balance work handled.

(c) Addressing Machine Operator (Columbus Printing and Publishing Firm). Set up and operate three different types of automatic addressing machines, perform preventative maintenance and minor repairs, i.e., spot and adjust irregularities, get stock.

Key-Punch Operator

A key-punch operator operates an alphabetic and numeric key-punch machine, that is similar to an electric typewriter. His or her duties involve transcribing data from source materials onto punchcards, producing prepunched data, and verifying the registration of punches on previously punched cards. (Dictionary of Occupational Titles, 1965, Volume 1, "Definitions of Titles", Third Edition, page 398.)

To qualify for the position of key-punch operator, an individual must be equipped with specific skill. Rarely will a company that employs key-punch operators hire an applicant who does not possess this skill, even if the individual can type. The tasks are usually routine for a key-punch operator at the entry level, and the companies covered in the survey indicated that they look for individuals who are willing to sit at the machine for several hours and to perform repetitious jobs. The job requires that a person be able to read; and key-punching requires a certain amount of manual dexterity.

To qualify as a key-punch operator, up to six months of training may be necessary, and the basic skills are a prerequisite to obtaining a job as a key-punch operator. (A Supplement to the Dictionary of Occupational Titles, 1966, "Selected Characteristics of Occupations", Third Edition, page 38.)

Food Assembler

This group of service workers can be found in wide range of establishments and industries including restaurants, schools, hospitals, manufacturing plants, hotels, and government agencies. For purposes of this study we have used the following broad occupational definition:

> Food Assemblers--Occupations concerned with preparing meal trays, in commissary kitchens, large restaurants or cafeterias, including trayline workers in hospitals.

The following are examples of specific jobs included in our coverage of food assemblers:

(a) Diet Aid (Columbus hospital). Sets up and serves trays from a food cart, using a diet list. Helps in kitchen in slack period. Delivers food to floor and patients under supervision of Nurse.

(b) Cafeteria Operator (Indianapolis manufacturing establishment).

(c) Dietary Food Service Worker (Cleveland hospital).

Sales Clerk

The job title of sales clerk was defined as embracing occupations concerned with selling (usually in a retail store) any of a variety of merchandise. The clerk usually does not specialize in a particular commodity or group of commodities, and is not required to know much more than merchandise prices, sales procedures, and basic differences between products. In order to survey several employees in an establishment, interviews for this occupation were generally restricted to department stores. The major amendment to the above job description came during the field experience when it was found that most sales clerks are also required to handle stock and to help take inventory in addition to their selling duties.

Orderly and Nurse Aid

Hospital orderlies and nurse aids perform essentially the same tasks, but orderlies are always men and are expected to handle jobs in the hospital that require physical strength (lifting) or that require performing intimate tasks for male patients similar to those performed for women patients by nurse aids. Therefore, the two occupations are treated seperately in this study.

Both nurse aids and orderlies assist, under the supervision of the nursing and medical staff, in the care of patients (e.g., feeding, transporting, bathing and grooming them). They hold instruments and adjust lights as well as help keep records during the examination of the patient by the medical staff. Nurse aids and orderlies clean rooms and other areas, change bed linen and attend to patients personal needs. In some hospitals, they may take and record the patient's temperature, pulse rate, respiration rate, and food or liquid intake and output; and they may collect urine, fecal, and sputum samples.

In addition, orderlies also lift patients and heavy equipment. Both are expected to run errands, help prepare patients for surgery and help prepare deceased patients for the morgue.

Medical Laboratory Assistant

Several titles were used for this occupation among the various establishments (hospitals) surveyed and tasks performed by such workers also varied to some degree from hospital to hospital. Basically, however, persons holding such jobs at the entry level were persons whose education and training ended short of a collegiate Bachelors degree.

These workers make routine tests in a medical laboratory for use in the diagonsis of disease, prepare tissue samples, take blood samples and prepare vaccines. They also make urinalyses, blood counts, and quantitative and qualitative chemical and biological analyses of body specimens under the supervision of a Medical Technologist or Pathologist.

APPENDIX D

Case Summaries, Including Area and Employer Descriptions

These case summaries incorporate by reference the job descriptions (Appendix C) and the case tabulations (Appendix B), as well as other information collected on the survey forms, including the insights and experiences of the field teams, which is not shown elsewhere in this report.

COLUMBUS, OHIO

The Columbus metropolitan area (Franklin, Delaware and Pickaway counties), with a population of over 900,000 in 1966, was the second largest city in Ohio. In addition to being the State Capitol and the seat of Ohio State University, it has a diversified economic industrial base. Approximately one out of every four employees in the area work in factories, a significantly lower ratio than the statewide average of nearly 40 percent. Trade, government and service are the area's dominant non-manufacturing industries. Reflecting this diverse economic base, area unemployment rates run consistently below the national average.

Between January, 1965, and the winter of 1967--the survey period--the area gained approximately 33,000 jobs, about 9/10ths of which were in non-manufacturing activities. The factory sector registered a small net gain over the three year period. In general, the labor market was tight during the survey period.

Seven area establishments agreed to participate in the survey, two of which were later dropped. The five surveyed firms included a publishing firm, a department store, a bank, a hospital, and a manufacturing establishment.

COLUMBUS, OHIO

Company 1

This firm is an operating division of a diversified multi-plant national concern, and is engaged in printing and publishing educational materials. The parent corporation sets basic guidelines for hiring practices: e.g., (a) non-discrimination, (b) specified physical and moral standards and (c) prohibition of nepotism. The local Personnel Manager still has a great deal of leeway, however, in setting and enforcing job standards. In view of the diversification of the parent company, this flexibility in personnel policies may reflect deliberate management policy or may result only from particular local conditions.

The Columbus plant is unionized, so that many of it's personnel policies (such as those governing promotion and discharge) are contractually determined. These occupational categories--typists, janitors and matrons, and non-industrial machine operators--were surveyed at this firm.

Typist

There are 210 production typists (all female) employed in this plant, out of a total labor force of about 900 workers. Parent corporation requirements for non-discrimination in employment (it is a signatory to the Plans for Progress program) and for physical and moral standards for employment are implemented at the operating division and local plant level, with allowances made for local area conditions and for differences in occupational and industrial structure.

In the past, strongly seasonal product demand resulted in sharp peaks of employment. However, this phenomenon appears to be changing in the direction of a general smoothing out of the employment cycle.

The Personnel Department screens all applicants and administers standardized typing and intelligence tests, but actual hiring authority rests with the departmental supervisor. This is considered a hard-to-fill job. Fairly high job standards with tight deadlines combined with a low to modest wage structure in a generally tight labor market contribute to a very high turnover rate. It is estimated that 30 percent of all new hires leave within three months.

Minimum job requirements include:

1. Wonderlic test score of at least 15
2. Pass company typing test

3. Physical examination (good eyesight required)

4. Reference check

5. Must have dependable arrangements for transportation and babysitting (if necessary)

6. Stable personality.

Preferences will be given to:

1. High school graduate

2. Wonderlic score in the 18-25 range

3. Persons with potential--who "think things through".

The company recently lowered its standards in that it dropped a former requirement that all potential employees have at least a high school diploma.

Recruitment is primarily through newspaper ads, the Ohio Employment Service, staff referrals, and references from private employment agencies.

In late 1966, this plant was faced with the need to hire nearly 200 typist by March, 1967. They set up a typing program to qualify approximately 90 girls who had applied for this job but had failed the typing test. The program ran for three months, three hours per day, three days per week. Trainees were paid $25.00 per week to attend the course. All but three completed the course and were subsequently hired by the company.

Performance is measured by the supervisor. Formal written evaluations are made after the first three, six and twelve months and annually thereafter. The Personnel Department believes that about twelve months of intensive on-the-job training are needed to meet job performance standards.

The stated promotional opportunities from this job lead from Typist A to Typist B, to Lead Operator, or to Typing Supervisor. However, we found no persons who had been hired since January 1, 1965, and were subsequently promoted from this category.

On the basis of limited observation of the personnel files, the stated minimum requirements seem to be adhered to by the hiring authority. Applicants who were rejected usually were shown as having low test scores and poor appearance.

Porters

There are 22 persons (both sexes) engaged in cleaning services at this establishment. The distinctions between the terms janitor and matron reflect differences both in sex and in job responsibilities. For example: janitors perform area cleaning rather than crew cleaning, including all heavy work, while matrons do light cleaning, primarily in the office areas.

This is considered an easy job to fill. A vacancy can be filled in as short a period as two days, although up to a month might be needed. The Personnel Director reported very little turnover among persons in this category; he also noted that many individuals serving in this capacity have another job. There is no seasonality in this work.

Minimum requirements for this position include: detailed character reference check; credit check; police check; must pass physical examination, including X-ray of back; look for "steady worker".

Preference will be given to high school graduates and/or to persons with previous janitorial experience (particularly in maintaining floors).

The Personnel Director stated that attempts have been made to upgrade the quality of this work force. He indicated that the company is becoming "hard-nosed" but did not specify which standards were affected by this upgrading.

Primary recruitment is through staff referrals and civic organizations such as the Urban League or local community action programs. The company feels its wage rates to be more than competitive, relative to comparable job duties.

There are no training programs to qualify applicants for this position before hire. Any such training is on-the-job by the janitorial foreman, who has received formal housekeeping training.

The working foreman evaluates job performance. There is a 30 day probationary period after which the newly hired porter/matron is covered by the job security provisions of a union contract. Thus, at the end of the first 30 days, the foreman must recommend retention or release. There are no provisions for subsequent evaluations of job performance. Promotional opportunities for men are generally limited to baler, fireman, and possibly to foreman. Theoretically, matrons could be promoted to clerical positions. It should be noted that we were unable to obtain information on any persons hired and promoted, hired and released (after probation), or not hired.

An examination of records of persons currently holding this job indicates that the company does not adhere strictly to its stated minimum requirements, particularly with respect to police checks and credit checks. A number of persons who received negative police or credit reports were still hired.

Clerical Machine Operators

Approximately 18 (all male) non-industrial machine operators are employed at this establishment. Their actual job titles reflect the kind of machines they work on: i.e., addressograph machine operators set up and operate three kinds of addressograph machines, perform minor repairs, get stock, and fill in job tickets. This is considered an easy-to-fill job because recent high school graduates, without previous work experience, generally are presumed capable of performing it. Also included in this category are persons designated semi-skilled computer operators.

Minimum requirements include:

1. High school graduate
2. Pass aptitude test
3. Pass physical examination (including back examination)
4. Clean cut, neat in appearance
5. Personality--ability to mix with group

Preference may be given to persons who apply as computer operators who have had some previous training in or exposure to basic punchcard computer equipment.

The Personnel Director also indicated general preference for persons with previous related experience. In fact, when other qualifications cannot be met, an experienced applicant may still be hired. In recent years the company has experimented with female addressograph machine operators. This has not worked out, however, since most women can not lift the heavy materials which feed into the machine.

Recruitment is primarily through staff referral or word-of-mouth. In addition, the firm occasionally has relied on the State Employment Service. Recruitment apparently is not a problem and the turnover rate is considered by management to be very low. There are no programs which qualify persons who apply for this position, and training for new workers is exclusively on-the-job.

Job performance is measured by the supervisor at intervals of three, six, and twelve months and annually thereafter. Theoretically, promotional opportunities from Computer Operator C are to other higher levels of computer operator, to Lead Operator and to supervisory positions. Similarly, addressing machine operators could move into computer operator positions and follow a similar career ladder. It was noted that only the best employees could move to the programming field. There are no formal promotion procedures. Although the supervisor recommends, final authority rests with the Personnel Director. In addition, promotional opportunities are posted on the bulletin board and employees may bid for these openings. One specific skill that may be taught to employees on-the-job is key-punching.

An examination of a very small sample of personnel folders of persons currently holding this position indicates an adherence to stated minimum job requirements, however, no personnel folders were available for the promoted, hired/released, or not hired.

Company 4

The fourth company in the Columbus labor-market area is a department store, employing about 350 individuals. Employment is fairly stable, except at Christmas when about 100 extra employees are hired.

Applicants for employment are screened by the Personnel Department. Department supervisors are finally responsible for making the hiring decision, however.

File Clerk

The beginning file clerks in this department store are responsible for sorting and filing all original charge sales-slips, payment slips, and credits. They also check account records, as requested by telephone. It is important that the work be kept up-to-date and complete information must be available for the billers on an established ending date.

The Personnel Department, which is responsible for screening applicants for this position, looks for persons with a high school diploma, or with previous filing experience. Although this is an entry position in the Credit Department, speed, accuracy and alertness are very important. Speed is needed to complete the filing on schedule, and accuracy is necessary in both filing and checking account records. The supervisor responsible for hiring file clerks expressed a desire for employees who seem to be intelligent. Appearance is not considered in hiring; in fact, the supervisor tries to ignore it; but personality is important because the file clerks must work with one another and lend a "helping hand" to someone who is swamped. Although there is no stated age requirement or preference, younger girls are said to be faster, though not as accurate as the older women. All employees, including file clerks, must pass a police and credit check. Sorting and filing is close work, so an applicant must have good eyesight. The employer prefers that an individual have job references that can be checked.

In the samples of individuals now in the job and those who have been promoted from it, all met the requirements of a high school diploma, of job references, and of credit and police checks. The ages in these two groups ranged from 18 years to 22 years, whereas in the not hired group one individual was 17 years and one was 45 years. This implies that the employer prefers the faster young people to the more accurate older women. It also suggests that this occupation in this store may appeal particularly to younger girls. The samples show that previous experience is not a hiring factor, and therefore that this position is indeed a beginning one. One individual now in the job and one who was promoted from it had previous experience; two applicants who were not hired also listed previous experience. Individual characteristics, such as appearance, attitude, and growth potential (ability to grow with company) are important to the employer but only in the most individual sense. The sample shows both individuals who were hired with poor appearance, and individuals with poor appearance who were not hired. Similar situations existed for attitude and for growth potential. The inference is that the employer hires individuals who give an overall impression of "filling the bill".

The sample included two persons who were promoted despite below average performance evaluations. Although such a situation is unusual, it is quite probable that these individuals, while performing below average as file clerks had demonstrated certain skills or qualities needed for another type of job, and were promoted both to enhance their usefulness to the store and to increase their satisfaction with the job.

Vacancies in this position are not difficult to fill, because there is an ample supply of young high school graduates who are not particularly interested in a sales career. Applicants are recruited through newspaper ads and walk-in's.

There are excellent opportunities for promotion from this job to other positions in the credit office. The employer looks to file clerks to fill higher level vacancies because they have a knowledge of account records that is basic to understanding and performance in other positions. Promotions are frequent: There are seven employees who hold the position of file clerk; and, between 1966 and 1967, three promotions were made.

Porter

The porter is essential to the department store's proper functioning. It is not only important that the store be kept clean, but it must make an impression of immaculateness on shoppers when they walk through. The duties of the porters include all kinds of dusting, cleaning, mopping, sweeping, and generally caring for furniture, plants, and stock. At certain times of the year, more strenuous duties are required, i.e., washing walls, and stripping and rewaxing tile floors. One of the more able porters has the duty of standing at the door while workers enter each day, greeting them and checking to see that no shoppers enter before the store officially opens.

There are few stated requirements for the position of porter. Any applicant must pass a police and credit check and give every indication of honesty before being hired. A successful applicant must be healthy and physically strong. He must be able to understand instructions and do his work with a minimum of supervision. This factor is extremely important, because the porters are scattered all over the store and cannot be supervised easily. Age is not a hiring consideration except as it affects the individual's health.

The store is unusual in that the employer relies primarily on high school boys to act as porters. The schedule has been arranged so that the boys come to the store early in the morning and complete their cleaning before the store opens or school starts. Seven of these part-time workers are employed. Three full-time porters also are employed, so there is always a porter in the store when it is open. According to the Personnel staff, the employer uses part-time student porters, because there are very few opportunities for promotion from this occupation to others in the store. Moreover, according to the supervisor of porters, the part-time schedule is much more convenient and efficient for the store than hiring a crew of full-time porters. Because of this practice, the store has no difficulty in filling vacancies. The primary means of recruiting are the Ohio State Employment Service and word-of-mouth.

The unusual status of this position in this store makes the usual comparison of worker characteristics and employer's hiring requirements almost meaningless. All who hold the position of porter have passed a police and credit check. The one individual who was found in the not hired category was rejected because he was felt unlikely to stay on the job for a reasonable period.

It is interesting to note that the student porters perform well and are an extremely congenial group. They work hard and are able to complete their assigned duties within the time allotted. The opportunity to earn money while attending school has given some of these boys a chance to continue their education beyond high school.

Sales Clerk

Because this company is a specialized department store, requirements differ slightly between departments. Department buyers usually make the final hiring decision, after the employment personnel have screened applicants in terms of a credit check, police check, and pleasing appearance and personality.

The main role of a salesperson in this store is to serve and sell in an efficient and courteous manner. In addition to duties associated with the sale itself, a sales clerk keeps the department neat and orderly, and completes certain accounting tasks at the end of the day.

The employer also looks for applicants who have a high school diploma or previous sales experience. Sales experience is considered very helpful to any applicant. Individuals who seem especially interested in people and fashion are ideal for sales clerks in this store. Although no physical exam is given to applicants, the employer will not hire persons with a health problem or a back injury. The company sets no restrictions on age or sex; however, persons between 25 years and 35 years are preferred. Even this preference differs from department to department. Supervisors of departments that carry expensive merchandise prefer older employees because high-priced merchandise does not frighten them. Usually, males are hired for men's departments and females for women's departments. In every department, the supervisor is looking for individuals who seem to like people and are both alert and friendly. Most supervisors also like to hire an applicant who indicates a real desire to work--a person who will possibly stay with the store long enough to become an asset.

All individuals in the sample now holding this job were high school graduates or above, passed the credit check and apparently passed the police check. Certain subjective characteristics were mentioned in the personnel records of these people, and usually in a positive sense. Thus, attitude, personality, and appearance were mentioned as positive attributes of individuals in this group. It was noted also that one of these individuals has poor appearance. However, other characteristics seem to have outweighed this negative impression. Although the employer prefers people in their mid-20's to mid-30's, the youngest person in this sample was 18 years and the oldest 55 years. The employment personnel suggested, however, that it is difficult to find qualified applicants who meet their age preference. All of this sample for whom previous experience and job references were recorded had positive entries.

Individuals in the hired/promoted sample had similar characteristics: they were high school graduates, had passed credit and police checks, and had previous experience. The youngest in this group was 19 years and the oldest 52 years. An unusual situation existed, however, in that everyone in the sample had a below-average performance evaluation.

The survey indicated that in this company, reasons for rejecting applicants are usually subjective. Available information characterized the not hired as having unpleasant personality, poor appearance, bad attitude, lack of interest and intent to stay on the job, or as generally slow and lacking in growth potential. Although these items are subjective in nature, the store strives to obtain an accurate impression that will help determine the hiring decision. Because this store is relatively small and specialized, it relies on a staff that is congenial and family-like.

The chief means of recruitment for this position are newspaper ads and word-of-mouth. The employer indicated that the labor market for this occupation is tight because of the salary scale and night work. This store filled about 25 vacancies between 1966 and 1967, about a 25 percent turnover.

A sales clerk can initiate a request for promotion, or can be recommended for promotion to supervisor by a department buyer. There are opportunities for promotion to branch store supervisor, assistant buyer, or to another department which requires more specialized knowledge. Special training sessions are held regularly to acquaint workers with new skills that will aid in their advancement.

COLUMBUS, OHIO

Company 5

This company is a full-service bank. Between 1966 and 1967 employment figures remained nearly stable. At peak periods such as Christmas, the bank simply operates at its peak level for the necessary period of time. Employees number around 750 full-time and 100 part-time workers.

The Personnel Department of the bank processes all applicants, even for the branch offices. However, the final hiring decision is made by department supervisors, or in the case of branch offices, the branch manager.

File Clerk

A file clerk, or check filer, in this bank plays an important role in keeping business moving smoothly. Basically, the responsibility of a check filer is to prepare and file checks for designated accounts. The job involves some duties that must be kept up-to-date and completed on schedule. One duty that is unusual to the general occupation of file clerk is that these check filers must relieve the telephone girls on breaks or for lunch.

The bank's employment office thoroughly screens all applicants for this position, and an applicant is not passed on for interview by the supervisor of check filers until she has met all three categories of company requirements: (1) those related to intelligence and skill, (2) those related to character, particularly honesty, and (3) those related to personality.

Two intelligence/skill tests are given these applicants, numerical and clerical. An applicant must score in or above the 20th percentile to be considered for the job, with preference given those between the 40th and 60th percentiles. Applicants with extremely high scores will not be hired because such high scores are taken to indicate overqualification. Experience is also preferred and may over-ride low test scores as a hiring factor. A high school graduate is also looked upon more favorably than applicants who have not received a high school diploma.

The credit check is a very important hiring requirement. This check is made on every applicant, and an unsatisfactory report is ground for rejection. The nature of banking activities explains the emphasis on this factor. If given, job references are also checked in terms of the individual's character, but they are not required.

Personal characteristics--personality, appearance, and attitude--influence the hiring decision. Personality and attitude are important because the bank is interested in applicants who are mature and alert. All three characteristics are important because every check filer may be promoted to departments where she would have customer contact.

In addition to the bank's own requirements and preferences, the supervisor looks for certain other characteristics: a girl who has gone to college will not be hired; age preference is between 18 years and 25 years; applicants with previous bank experience are favored. The supervisor strongly reinforces the policy of seeking employees who have pleasant personalities and appearance.

Individuals in the two samples hired/retained and hired/promoted met the company's test requirements, usually scoring well above the minimum. On the numerical test, three in the first group scored below the preferred 40th percentile, while three of the second group scored within the preferred 40-60th percentile range and three scored above the 60th percentile. Differences between the two groups on the clerical test were similar but not so great. There is clear indication that applicants who scored higher performed better on the job.

All individuals in both groups passed a credit check; all but one individual, who appeared in the promoted category, met the educational preference of a high school diploma. Although information was not available for every individual in the sample, that which was indicated that applicants with pleasing personalities, attractive appearances, and pleasant attitudes are the successful ones. Three individuals in these same two samples fell below the preferred age minimum of 18 years, while only one was above the 25 years maximum. More of the individuals now in the job had previous experience than was the case with those promoted. Several of these individuals' personnel files contained evidence of job reference checks.

Individuals in the not hired sample tended to lack the personal qualities that are required for this position. Noted were: sullen personality, inappropriate dress, and attitude that seemingly would not fit into department well. All these rejections seem to confirm the company's sensitivity to personal impressions.

The fairly rigid requirements and preferences used by both the employment interviewer and the department supervisor seem to have fulfilled their purpose. The check filers in this bank perform above average, on the whole, and there has seldom been a time when an individual has not received a raise at the time of salary review.

Because this job does not require advanced skills, vacancies are easily filled in an average interval of two weeks. The employment office said also that the jobs are easy to fill because standards are altered to meet the condition of the labor market.

There are good opportunities for promotion from the check filer position, since the bank tries to promote from within whenever possible.

Porter

Porters who are employed by the bank are responsible for small tasks during the hours the bank is open. The actual cleaning of the bank is done under contract by a janitorial company. There are only four porters; therefore, the Personnel Department rarely needs to interview for the position. These applicants are usually interviewed by someone involved in building maintenance, rather than by the employment interviewers.

Requirements for the position of porter are simple: an applicant should be able to read and write, so he can understand written instructions. He must pass a credit check and may be rejected if he has a police record of the wrong kind. Because of the type of work porters do, good health and a strong back are required.

The two individuals who are now porters met the minimum requirements. They also had general character references, good character, good attitude, and previous experience in related work. Three applicants who were not hired were all inexperienced and had unpleasant personalities. Other factors that contributed to their rejection were failure to pass the credit check, lack of references, no desire to stay with the job, and poor attitude.

The bank finds its porters through agencies such as The House of Hope (a rehabilitation home for male alcoholics) and the Urban League. Employees who have come to the bank through these organizations have worked out very well and have given every indication of rehabilitation.

Since there are so few porters, there are no supervisory positions and no significant opportunities for promotion. Although a porter could be promoted, none ever has been. On one occasion, the bank tried to train a porter to take over some maintenance duties, but the attempt failed because he was moved along too fast and was not given time to adjust to each new level of responsibility.

The staff member who supervises the porters currently is planning to introduce a program intended to teach all the porters new skills. This training would help qualify them to do new tasks and possibly to fill other jobs. The bank also intends to establish a supervisory position and to promote one of the present porters to it.

The situation encountered in this company is not unusual today. Many establishments seem to be finding that the best way to have their premises cleaned is by a janitorial contractor. This seems to imply that the specialized janitorial service will be the main future employer of this type of labor. Should this be the case, these contractors should be surveyed in order to obtain guidance on the preparation of janitors, porters, maids, and the like.

Clerical Machine Operator

An encoder operator in this bank works in the Proof Department, and is responsible for: (1) matching checks against deposits, (2) imprinting checks for sorting by computer, (3) examining checks for physical defects, (4) balancing debits and credits, and (5) machine imprinting data that have been entered on a keyboard.

The supervisor of the encoder operators interviews applicants for this position after they have met the requirements of the company. The company requires a credit check, because of the nature of banking activities. Further character information is obtained from general references, which are usually, but not always, checked. A numerical test and a clerical test are given to applicants for this job, and to pass, one must be in the 20th percentile or above. The clerical test is more important for this job than for the others surveyed, and the company prefers to have people who are in the 40-60th percentile range. The employment interviewers concern themselves with the personal characteristics of applicants--such as personality, appearance, and attitude--since every applicant is considered as eligible for ultimate promotion to departments in which she will deal directly with customers. The bank has a policy of promoting from within whenever possible, so that applicants who are pleasant, mature, and alert seem to be the successful ones.

The supervisor is concerned about how an individual will actually work out in the department as an encoder operator. Applicants who are between 18 years and 25 years are preferred, as are girls who have completed high school. In the case of an older applicant, the supervisor wishes to know if she can accept supervision by a younger person. How much thought an applicant has given to transportation to and from work is important, and (if she has children) to babysitters during work hours. The hours for an encoder operator are bad, running from 9:00 a.m. to whenever the work is completed. This schedule can affect morale, so that the supervisor seeks individuals who are personally well organized and who desire the work. More mature individuals generally older, married women, are especially sought for the night shift. Men can be hired as encoder operators, but the position is not a career position for a man. Sometimes, however, men seem to make useful part-time workers.

The people in the hired/retained and hired/promoted samples all met the bank's requirements. Only one individual scored below the preferred minima on the tests. Scores on the clerical test were higher than on the numerical test, and were above the preferred maximum in every case. This seems to indicate that the preferred maximum probably should be restated at a higher percentile. All but three of these girls were high school graduates; and all the exceptions were involved in a Cooperative Office Education Program which allowed them to work while still attending high school. All individuals in these two samples passed the credit check. Information on their personality, appearance, and attitude was not always available in the personnel folders; but where it was, it was always favorable. General references also were checked for several of these persons.

Two individuals sampled as not hired differed from the above two samples. Both barely passed the numerical and clerical tests, scoring in the lowest passing percentile; both had one year of college; both seem to have presented poor appearance. Finally, neither of these applicants had received vocational training related to this type of clerical work, whereas over half of the girls in the other two samples had vocational training.

To recruit encoder operators, the bank uses agencies, high schools, and staff referrals. The last is especially important when the labor market is tight. The third shift has always been filled from staff referrals. Participation in the Cooperative Office Education Program is helping this department meet its demand for new workers; and the retention rate for these students when they complete high school has been high.

The bank has not yet experienced difficulty in filling these positions. If there is an opening, the first qualified individual is hired. The supervisor does not wait for a group of applicants and then select the one he feels is best. The position is also easy to fill because any worker who stays for six months is felt to have justified their employment, even though it may take up to three months for the worker to meet standards of quality and quantity.

The Proof Department is beginning to use more part-time encoder operators, because the work comes in peaks. It is ideal if more operators can be available at the peak hours, since this allows the job to be completed most efficiently. Part-time workers are not eligible for promotions, but the full-time girls have opportunities for promotion both within and outside the department.

COLUMBUS, OHIO

Company 6

This employer is a non-sectarian, not-for-profit, community hospital offering complete medical and surgical services. The hospital employs about 1,100 people about 1,000 of whom are full-time.

The Personnel Department screens job applicants for the various departments. Hiring decisions are actually made by the department head concerned on the basis of an interview. The entry occupations surveyed here were Diet Aid, Nurse Aid, and Medical Laboratory Assistant.

Food Assembler-Diet Aid

Diet aids at this hospital set up trays on food carts, deliver them to the floors, serve the patients under supervision of a registered nurse, and help in the kitchen in slack periods. Eighty-one are employed, of whom 13 were sampled.

Although the general Columbus labor market is quite tight, this hospital has found this job easy to fill. Recruiting has been through newspaper ads and word-of-mouth, particularly in-house referrals. School girls 17 years of age and over generally apply for these jobs and the supply is much greater than the demand.

Applicants must be able to read and to carry out simple written and verbal instructions. The hospital has been able to use mentally retarded persons from state institutions successfully in these jobs. However, the applicant must be able to complete the application form.

Each applicant's credit record, police record, and personal background is checked. A criminal record does not automatically bar an applicant from employment, but it will be reviewed individually at an administrative level above that of the interviewer.

A physical examination is also required. Physical disability must be very limiting before it will bar an applicant from employment. A history of venereal disease disqualifies the applicant, even though it may not be currently present. Items mentioned as checked were: skin lesions, teeth, fingernails, etc. The examination is in part a check of the personal cleanliness of the applicant.

No training program is given to qualify an applicant for this job because only a brief orientation toward the job, the hospital and its routine are all that is necessary. There is a six-month probationary period for diet aids. Employees are rated by their supervisor at the end of this period and annually thereafter. A formal rating sheet is used.

Promotion or occupational change is usually dependent on the employees desires and prior education or experience. Promotion may be to salad girl, cook's helper, nurse aid or possibly technician. Each year, a six-month school is held for technicians (surgical, inhalator, EKG). All promotions or changes involve a pay increase even though the change is actually a horizontal shift such as to cook's helper. Merit increases can be, and are, given at any time.

The hospital prefers persons aged 40 to 65 years of age who have experience for these jobs. The typical applicant, however, is much younger. College is not preferred but instead is considered a handicap.

Five of the eight diet aids whose records were made available for detailed analysis were high school graduates as was the one who had been promoted. In general the diet aids were hired quite young, and the one who had been promoted was only 16 years of age. All of the hospital's other stated requirements were met by both groups. One diet aid holding the job at the time of the survey had a police record.

The performance ratings for eight employees were all "average" whereas the one who was promoted was rated as "above average". The aid who was promoted was male.

All of the applicants who were not hired, whose records were surveyed were high school graduates. This group tended to be slightly older than the ones employed. Reasons for their rejection included: "it was felt one would not have become a permanent employee out of a desire to be with her illegitimate child" (the illegitimate child was not a factor in itself for the rejection of this applicant); application incomplete; "job hopping"; police record of three arrests for forgery and prostitution; applicant was overqualified and felt she would return to her previous employment when the layoff ended; poor appearance and over-dressed.

Nurse Aid

This hospital employed 171 nurse aids, of whom 22 were sampled. Hiring requirements for nurse aids are the same as those for diet aids, with the one exception that ten years of schooling are required for nurse aids, whereas only literacy is required for diet aids. Before 1966, a high school diploma was required for this job, but the labor market has been very tight. A high school diploma is still preferred--in fact, the hospital would like to be able to recruit nurse aids with some college (and especially a familiarity with basic science courses) thereby making the nurse aid position an entry for future promotion to technician or Licensed Practical Nurse. Actually, however, such promotions are more imagined than real at least as far as promotion to technician is concerned because there are a very limited number of such openings in the hospital.

A three week training program of classroom work is used to prepare nurse aids for the job. Classroom training plus on-the-job training exists for all the technician levels in this hospital.

Nurse aids must be available on call for any shift. Consequently the interviewer of applicants for this job is interested in the girl's work experience; if married, her husband's attitude towards his wife's working; the arrangements for care of any children; and her interest in such work. If the applicant is a school drop-out the interviewer tries to learn why she left school.

Information was collected from the personnel records of eight girls currently holding nurse aid jobs, seven who had been hired as nurse aids and subsequently promoted, and seven who applied for such work and were rejected. These records show the hospital to be holding closely to its stated requirements. All the girls whose records were examined were at least high school graduates, even though the minimum educational level required by the hospital for these jobs was tenth grade. The girls who were promoted did not differ significantly in any way from those holding the job at the time of the survey.

Applicants who were rejected by the hospital failed to meet stated minimum standards: One had only a ninth grade education; one was not available for all shifts; one was too young for full-time work; one had a poor prior work record; one failed to complete the application and slept while waiting to be interviewed; one was sloppy and wore slacks to the interview; and one was married to a man who was likely to be transferred at any time.

Medical Laboratory Assistant

Laboratory technicians assist medical technicians in routine tests such as urinalysis, blood cell counts, etc. Such workers use a centrifuge, sterilize equipment, incubate and perform preliminary identification of cultures, collect specimens and inventory supplies and materials. The work requires that the employee be a high school graduate with course work in chemistry and biology, good eyesight, and that he be willing to work with infectious materials. In addition to these basic requirements the pathologist here insists that laboratory technicians have one year of college. Additional education, experience, and/or vocational training are preferred qualities in applicants for these jobs at this hospital

This position is difficult to fill. Recruiting is done through medical journals, college placement offices, and newspapers although this latter method is felt to be ineffectual.

With further education and training, in most cases, promotion can occur to positions of medical technologist and then to chief medical technologist. Opportunities for such promotions are naturally limited by the size of the staff. Employees are encouraged to further their education and are assisted to do so by the resolution of time conflicts through a flexible work schedule. Employees' work performances are rated by their supervisor in writing.

Only seven laboratory technicians were employed at this hospital, and personnel records for all seven were examined. None had been promoted recently, and none who were recently interviewed had been rejected.

In all factors except one, all seven met the stated minimum qualifications. One laboratory technician had no college work although she was a high school graduate. This same employee was also one of those without any previous experience.

COLUMBUS, OHIO

Company 7

This is a manufacturing firm that employs over 6500 persons. Between 1966 and 1967 employment increased by about 300 employees. This company is the Columbus facility of a national company. Broad policy framework for hiring is established by the home office, but allowances are made for local conditions. There are no written criteria for hiring, except for things such as mandatory retirement at 65 years of age.

Department supervisors make final hiring choices from applicants deemed qualified by the Personnel Department. If an applicant qualifies by company standards, he is almost always placed somewhere in the company, if vacancies exist.

Typist

There are clerk typists in most of this firm's departments. Duties vary from one department to another, but for all the position of clerk typist primarily involves typing and related duties. Seventy-one clerk typists are now employed.

The Personnel Department is responsible for screening these applicants. When a vacancy arises, the supervisor notifies the Personnel Department, which then sends a qualified applicant to the department for interview. This generally means that any qualified applicant will be placed, if vacancies exist, because if one department does not wish to hire her she will be referred to another.

Minimum requirements for this position include a physical examination and minimum age of 18 years. A typing test is given to all applicants, and the minimum acceptable score is 45 words per minute with at least 85 percent accuracy. Applicants who type over 50 words per minute are preferred because of the pressure and nature of much of the work. An applicant failing the typing test may still be hired as a file clerk and allowed to take the typing test again later. Some applicants who fail are asked to return and repeat the test. Police and reference checks are made; special approval is necessary before an applicant with a police record can be hired. References are checked after an individual is hired, and the employee is released if necessary. Past employment records are the prime source of reference, except in the case of young people, in which high school enrollment and grades are verified. Personal references are not checked. Good grooming and appearance are important factors in the hiring decision, and if an applicant falsifies her application, the employment interview usually is terminated at once.

Although the company specifies no minimum educational attainment, high school graduates, or individuals who have a General Educational Development certificate, are preferred. If an applicant who has not graduated is hired, it is with the hope that she will complete school. In the case of an older applicant, experience is more significant and overrides a lower educational attainment. Individuals who are enthusiastic and eager are also preferred. As a national policy, this company tries to hire applicants who seem to have the potential to advance in the company.

All of the sampled individuals now in this position for whom information was available met the minimum requirements of the company. Except for one individual who seemed to lack the potential to advance, they all also met the company preferences.

Individuals in the hired and promoted sample also met the company requirements and preferences with few exceptions. The exceptions related to attitude and to lack of growth potential.

Sampled applicants who applied for the position, but were not hired, did not seem to meet the minimum hiring requirements. All but one failed the typing test. Very little other information was available on these applicants.

It is interesting to note that all sampled individuals had previous related work experience.

This company experiences no difficulty filling clerk typist vacancies, and two reasons are given: first, the company is a preferred employer; and second, the wage scale and fringe benefits are good. Therefore, although the Personnel Department filled about 50 vacancies between 1966 and 1967, it usually took only two weeks to fill one. Word of mouth is said to bring in more applicants than any other means of recruitment.

The company encourages supervisors to make monthly evaluations of employees' performance, but the decision to do so is left up to each department. Formal evaluations are made after six months, one year, and two years. These evaluations are done in conjunction with eligibility for company benefits.

Promotion is by seniority and merit. When a vacancy occurs, the Personnel Department prepares a list of available employees. For selection to the list, the employee's supervisor must rate his performance. The company promotes from within unless no one is available who is qualified. A clerk typist can be considered for higher positions involving similar skills, or even for positions which do not involve typing. To progress to a secretary-stenographer, however, she must know shorthand.

Although the company does not train clerk typists in skills necessary for promotion, the Employees' Activity Club sometimes holds evening classes in shorthand.

File Clerk

Record clerks in this firm are responsible for maintaining the central shop files and the reproduction transparency files of engineering and manufacturing documents and information. Their duties include filing new and revised materials and removing obsolete and superseded items. These file clerks also provide counter service, order reproduction of needed items, post varied information to standard forms, and perform related clerical duties. There are 27 record clerks employed by the company.

The requirements for this position are very low. The minimum acceptable age is 18 years old. Every applicant who is hired must first pass a physical examination. A neat appearance is required, because the record clerks have contact with many employees. The company also wants applicants who are high school graduates or who are presently enrolled in school.

There is no testing program for this job, because no special skills are required. Individuals with growth potential are not desirable for this position. In fact, the company would not hire someone as a record clerk who had a great deal of ambition and who desired a much better future or one with exceptional skills and personality.

Employees in the sample of present record clerks met the company's requirements, except for one individual who did not pass the first physical examination and was retested again and passed. Other information showed that these individuals had references which were checked, as well as records of previous office experience.

Sample individuals who had been promoted from this job also met all hiring requirements. They, too, had references and previous office experience. As a group, however, the promoted individuals performed only average, while the present group performed above average.

The appearance of References and Previous Related Work Experience so frequently suggests that these items could be termed very influential in the hiring decision.

Applicants who were not hired did not meet all of the company hiring requirements. Specifically, individuals were under the minimum age limit, unfit physically, and of questionable character and attitude.

The personnel interviewer described this job category as one in which there is much turnover. Part of the turnover is attributed to the lack of opportunities, for there are not many positions in the company to which a file clerk can be promoted. With additional skills, such as typing, a file clerk could be promoted to a position of clerk typist. Although the turnover rate is high, the company has little difficulty filling vacancies, because there are few skills required for the job, and young girls just out of school are usually qualified. Applicants are often recruited by their employees.

Performance evaluations are made after six months on the job, and after one and two years.

Industrial Machine Operator

The surveyed job of machine operator in this firm involves operating semi-automatic machines and visually and mechanically checking completed assemblies. There are 148 machine operators in this particular entry-level job.

Hiring requirements for this job include factors which can be judged in a very exact manner, and a battery of tests is given to measure ability and potential. The basic requirements include a physical examination, police check, and minimum age of 18 years. When an applicant has a police record, special permission must be obtained before he can be hired. The hiring decision will depend on the type and length of record. During the physical examination special emphasis is placed on back strength. The test battery, or General Shop Test (GST), covers reasoning ability, dexterity, and hand and eye coordination. Until two and one half years ago, tests were given according to labor grades, with different tests being given for various jobs in the shop. However, since that time, the GST has been given for every job in the shop. There are no degrees of success or failure on the test. An applicant either passes or fails, and the cut-off point is the same for every job. The personnel interviewers do not know exactly how an individual scores, nor does his supervisor if he is hired.

This company strongly prefers high school graduates, and encourages drop-outs to complete school in the evenings if they are hired. Another influential factor is previous work experience in industry, even if the work was unrelated to this job as machine operator. Neatness and good grooming are considered, in that these items may well reflect certain desirable personal habits.

Only scanty information was available on individuals included in the sample. Moreover, there were no employees or former employees who fell into the promoted or hired-released categories. The sample workers who hold the job now met the minimum requirements as defined by the Personnel Department. All but one person met the preference of being a high school graduate. The company stated a preference for experienced workers, and most of these sampled employees had previous work experience, although only one had worked in a related job. References were checked for most of these employees, indicating that references may also be considerations in hiring.

The available information on applicants who were not hired does not firmly establish that no qualified applicants were rejected, but it indicates clearly that rejectees as a group, differed considerably from applicants who were hired. Among the factors contributing to rejection were: failure to pass the GST, disqualification because of police record, untidy and unclean appearance, lack of potential to advance, and incompleteness of application. Also, relatively fewer of these individuals were high school graduates.

Once an applicant is hired into this job, she receives on-the-job instruction and training from a supervisor and co-workers. However, the job is not difficult and does not require a great deal of training time.

When vacancies occur in this position, the company does not experience much difficulty in filling them. One reason is that women are hired for the job, and there are many female applicants. Also, present employees are satisfied with their work and tell friends of vacancies when they arise. The Personnel Department recruits applicants from high school graduating classes, too.

Evaluations of a worker's performance are made by the supervisor at specified times during the period of employment. Production is also evaluated on a monthly basis.

This type of machine operator may move to a position as a higher grade machine operator. Promotions are based on seniority and qualifications, but for all practical purposes, seniority is the determining factor.

CLEVELAND, OHIO

The Cleveland, Ohio, labor market area consists of four counties located in Northeast Ohio: Cuyahoga, Lake, Geauga, and Medina. The population of the area grew from 1,909,483 in 1960 to 1,981,300 in 1965.

The Cleveland area began to achieve importance in 1832 with the opening of the Ohio Canal connecting the area with the Ohio and Mississippi Rivers. This network provided for the movement of goods north and south, while the Great Lakes and Erie Canal moved goods east and west. The first industry in the area was iron, then in the 1860's the oil industry, and in the 1880's the electrical machinery and equipment industries. By 1900, Cleveland was the largest city in Ohio, and continued to grow at a faster rate than any other city until 1930.

Employment in the Cleveland area is concentrated in manufacturing. In 1965, manufacturing accounted for 38.4 percent of employment, wholesale and retail trade for 20.6 percent, services for 14.0 percent, and finance for 4.7 percent.

The five top manufacturing industries are: transportation equipment, non-electrical machinery, primary metals, fabricated metals, and electrical machinery. Both manufacturing firms covered in this survey are from this group.

Cleveland employment decreased between October, 1966, and October, 1967, primarily because of labor disputes in manufacturing. The impact of this varies with respect to firms in this survey--for some the labor market has loosened, for others it has tightened.

The 1965 Cleveland unemployment rate was 3.1 percent. The rate in 1966 was 2.6 percent, and the twelve month average for 1967 was 2.8 percent.

Besides the two manufacturing firms, this survey covered two department stores, two hospitals, and a bank in Cleveland.

CLEVELAND, OHIO

Company 1

This is a heavy machinery manufacturer. The company employs nearly 2500 individuals at the plant where the survey was conducted.

In the case of both factory and office personnel, the department foreman or supervisor is responsible for making the final hiring decision from applicants who have been screened and tested by the Personnel Department.

Typist

Entry-level typists covered in this manufacturing firm work in one of two places, the Stenographic Pool or the Standards Department in which most typing is statistical. The requirements for these two groups are not entirely alike.

In actuality, there are no minimum requirements for typists in this firm. There are stated preferences, but the real hiring decision is almost completely subjective. Although the supervisors of the Stenographic Pool and the Standards Department interview applicants, their preferences are in line with those of the original interviewer. The company prefers: (1) an individual who has graduated from high school; (2) neatness and good touch and setup on a typing test in which speed (words per minute) is not a criterion; (3) conservative dress; and (4) unmarried persons, unless the applicant is a staff referral.

The supervisor of the typists in the Standards Department looks for applicants with a high school diploma who can type between 40 and 50 words per minute. Although age is not a factor, young girls are easier to train, and older women tend to stay longer. An experienced applicant is preferred.

The supervisor of the Stenographic Pool also likes applicants with high school diplomas, because they are likely to have some background in English and grammar. The pool is very active, so that willing, enthusiastic workers, flexible enough to endure interruptions, are preferred. Previous experience is helpful, and someone who has worked during the summers while attending high school is rated very highly.

The sample of typists in this company is quite small, because there are very few vacancies from year to year, and therefore very few people have been hired since January, 1965. No records are kept for rejected applicants. The few individuals in the sample have very similar characteristics, those preferred by the company. In a situation such as this one, where hiring is very personal, most of the newly hired would tend to be similar in many ways.

Almost all vacancies are filled through staff referrals. There is no problem of filling vacancies, primarily because of the low turnover.

Girls in the Stenographic Pool receive training on teletype, dictaphone, and the relatively new IBM MTST. These girls can be promoted to other positions within the pool or into a department.

Opportunities for promotion for girls in the Standards Department are limited. Ordinarily, these typists are less ambitious and are willing to continue with the same kind of work.

Porters

The porters in this manufacturing company are called sweeper-chipmen and are responsible for cleaning the factory area. There are nineteen employed, ten on the first shift and nine on the second shift. In this company, the sweeper-chipmen are unionized. The employment office selects qualified applicants, and foremen make the final hiring decision. There are only three company requirements for this occupation: (1) applicant must pass a physical exam, (2) applicant must be willing and able to work on any shift, and (3) applicant must be dependable and of good character. There is no educational requirement. However, individuals who can read and write are given preference, because they will be more likely to advance in the company. People who show interest in factory work and who have mechanical aptitude are also preferred, because these characteristics increase the individual's potential for growth within the company. If an applicant has worked previously, his job references are checked. A test to measure mechanical aptitude is given to applicants for this position, but they need not pass to be hired. The company prefers not to hire males whose draft status is 1-A, but will employ them if they will be able to work between 6-9 months before being drafted. The other tests may be given applicants at the discretion of the employment office: a test which measures spatial concept, and the SRA Non-Verbal Form, which is used specifically when an applicant has not received much formal education.

By comparing the characteristics of individuals in the hired/employed and the not hired samples, the company's hiring policies become clearer: the firm definitely sticks to its stated requirements. All of the applicants in the holds now group passed the physical exam. There was one indication of an individual who was unable to work either shift. In this company every new factory employee must start on the second shift, unless the opening occurs on the first shift and is refused by all of the present employees on the second shift. Individuals in both groups met the educational preference of reading and writing, and in fact, most were high school graduates. Only one of the employees sampled was 1-A. Ages of this group ranged from 19 years to 50 years, most of them being over 25 years. Several of this group had records of previous related work experience, while few of those applicants who were not hired had experience. It is probable that the company considers related work experience as another positive factor related to growth potential. One individual who was not hired was reported to show very little potential for growth or advancement. Although the company did not state that police records are checked, available information on the individuals who were not hired indicated that they are. Four applicants who were not hired had police records of repeated offenses.

These positions are easy to fill according to the company, possibly because the hiring requirements are so low. Recruitment is done through high schools, newspaper ads, and the Ohio State Employment Service.

Sweeper-chipmen receive on-the-job training from the foreman and experienced workers. There is no formalized training for promotion, but an employee can learn new skills on-the-job, and the company will reimburse him for further education outside of the company. The rate of reimbursement depends on the grades received, with full reimbursement for an A.

A sweeper-chipman can be promoted to any position in the shop if he has the potential. The company encourages advancement and tries to promote from within whenever possible. Additional testing is done for promotions; in fact, there is a fairly elaborate testing program intended to measure interests and abilities. A foreman usually recommends promotion, but an employee may also request a transfer to another area.

Industrial Machine Operator

Entry-level machine operators in this manufacturing firm have various titles depending on the type of machine they operate. The sample used in the survey relates to just one of occupational titles. The company's stated hiring requirements include passing a physical exam, having previous related work experience, having taken shop and blueprint reading in school, and being able to work any shift. The company checks job references whenever they are available and looks for applicants with growth potential for promotional purposes. The employment office administers a testing program to applicants for machine operator. Two tests are given--the first, a spatial concept test and the second, a math test. There are no stated established passing or failing scores.

Because of the nature of the work done by these entry-level machine operators, the firm is really interested in finding applicants who are already familiar with machine work. The work of the firm is done in small job lots; therefore, frequent changes must be made on the machinery. An individual with some experience with machines is likely to be more flexible in such a situation. In the case of an applicant who has not had previous experience, the employment interviewer attempts to determine if his outside interests are related to machine work.

Presently employed machine operators included in the sample met most of the company's stated requirements, according to information that was available. Only half had records of previous related work experience, but all had worked in some prior job. Individuals in the promoted sample met the physical exam requirement. However, only three of the four were experienced, and only one of the three for whom information was available had taken shop and blueprint reading in school. There was no information on subjective individual characteristics for the holds now group, but reference was made to "growth potential", "good character", "good personality", and "good attitude" for individuals who were hired and have been promoted. It is also interesting to note that most of the promoted individuals had not taken vocational training, whereas most of the holds now persons had received vocational training. There were no obvious differences in educational attainment (both groups were composed primarily of high school graduates), test scores, or age range between the holds now and promoted groups. Of course, in a company such as this one where promotion is determined by seniority as well as by ability, the profiles of the two groups would tend to be similar.

Applicants who were not hired also had characteristics that were similar to these two groups, except for such things as inability to work second shift, lack of growth potential, and giving the impression that he would not be on the job long. Test scores for these applicants who were not hired were generally lower than those for the other two groups.

According to the company, there is not as much difficulty filling vacancies in this position as in the more skilled jobs. Between 1966 and 1967, 12 vacancies were filled. However, the labor market for this occupation in this company could be termed tight, because the firm is not able to find the type of experienced person for whom it is looking.

At one time this company ran a training program for entry-level machine operators. However, it was soon evident that workers would seek employment elsewhere once they completed training. They could command a higher salary because of the training. Now, training is done on-the-job by the foreman; much the same is true for promotions. A worker can learn new skills, but no formalized training exists. The company does reimburse employees for further education expenses--starting at 100 percent reimbursement for a grade of A.

There are very good opportunities for promotion, particularly since the company policy is to promote from within. A machine operator can be promoted to several positions including inspector, assistant foreman, or even industrial engineer. A testing program determines an individual's ability, interests, and capability for promotion.

CLEVELAND, OHIO

Company 2

This is a Cleveland branch of a nationwide multiplant manufacturer. This particular plant assembles engines. It has about 1,000 salaried and about 8,000 hourly employees. There is a seasonal pattern in hourly employment over the year, with a peak in July and a low point in March. Total hourly employment fluctuates by about 1,000 workers between these two points in time.

Key-punch operators among the salaried occupations and assemblers and porters/cleaners among hourly occupations were surveyed.

The national office's Personnel Department establishes guide lines for hiring, but the local plant can temper these somewhat "depending on circumstances". For a source of supply of workers, this plant relies heavily on the Ohio State Employment Service. Often walk-in applicants are referred to the O.S.E.S. for testing before interview. The Personnel Department does the hiring of workers for the jobs surveyed although the supervisor can veto an applicant. The department head or supervisor plays a larger role in the interviewing and hiring of salaried personnel at this level than he does in the hiring of hourly employees.

Porters and Cleaners

General cleaners at this manufacturing plant do the general housekeeping work in the shop and wash rooms. Since this is one of the higher paying firms in the area, this plant faces no difficulty in obtaining workers. Hiring is done exclusively through the Ohio State Employment Service. Recruiting is by word-of-mouth through employees, high schools, vocational schools, and the O.S.E.S. Walk-ins are sent to the O.S.E.S. for testing.

Ten years ago, this firm had a minimum educational requirement of a high school diploma for all laboring jobs. This has since been lowered to reduce the turnover rate. Now there is no stated educational minimum. Workers applying for these jobs must pass tests given by the Ohio State Employment Service, however, and these require about a ninth-grade level of educational attainment.

Applicants must be physically able. This is established by a physical examination which also determines the applicant's level of personal hygiene. These workers must be clean, because much of the work involves contact with oil. Active skin diseases or a history of them constitute distinct handicaps.

A serious police record will bar applicant from employment at this company. A serious police record is defined as any offense in the last five years more serious than a traffic violation. A Dishonorable military Discharge also bars an applicant.

The company would like to hire applicants with more education if they could be reasonably sure that they would stay. More education is thought to enhance an applicant's promotability. Promotions from these jobs are to assembler, machine operator, industrial truck driver, and inspector. Performance on-the-job is rated by the supervisor on a formal rating sheet during the 90-day probationary period. After the 90-day probation period the union contract bars formal rating. Promotion is by seniority and the foreman's recommendation. Openings are posted in the plant.

Training for these jobs involves about 10 or 15 minutes of instruction. Consequently no formal training program exists. The company will pay the tuition fee, however, for a program of after-hours schooling for a worker interested in advancing.

A sampling of individual personnel records indicated that several factors in addition to those above could bar an applicant from employment here: falsification of application, bad prior work record (i.e., poor reasons for leaving job), previously applied for Workman's Compensation, discharged from another of this company's plants, and company unable to check job references. The other reasons for not hiring applicants involved failure to meet stated requirements: bad police record, dirty, failure to pass physical examination, and too small to do the work.

The impact of the seniority system on promotion policy seemed apparent when the records of employees holding cleaners jobs and those who had been promoted from such jobs were compared. There seemed to be no significant differences between the two groups' qualifications. The performance rating pattern of workers holding these jobs at the time of the survey was identical to that of promoted workers.

Industrial Machine Operator

Assemblers, of whom there are about 1,000, work on the conveyor line. Their duties differ. These jobs are considered easy to fill and workers are recruited by word-of-mouth through plant employees and from the Ohio State Employment Service. All applicants are tested by the State Employment Service for the company. Tests are of finger dexterity, machine operation aptitude, and the applicant's educational level. This test is at about a ninth-grade level. These tests must be passed by an applicant for an assembler's job.

Applicants are given a physical examination and they must be physically able to do the work. Particularly, they must have good legs and hands. Applicants may not be overweight in terms of the weight ranges for the company insurance program, and they must be at least 18 years of age. The firm doesn't concern itself with the draft status of applicants.

References are required and are checked. A record of fights on prior jobs bars an applicant.

A higher level of educational attainment than the ninth-grade level implied by the tests of the State Employment Service is preferred by the company as a basis for possible promotions.

The company has not changed the minimum qualifications for these jobs in the recent past. At the time of the survey, promotions from this job were so rapid--some occurring only 15 days after hiring--that none of the employees holding these jobs had been hired since January 1, 1965. As a consequence there were no subjects in this occupation for the holds now category. Promotions from these jobs are to other levels of assemblymen, hot test operator, machine operator, and mechanic; and some have entered apprenticeship programs. Employees can strike for such jobs or their foreman can instigate a promotion. Foremen are instructed to be constantly searching for promotable employees.

No formal training program exists or seems needed for newly employed assemblymen; training usually involves about five minutes of instruction. Performance is measured on the job by foremen's observation. Each foreman has about 30 men under him. The plant has a 90-day probationary period, but many assemblymen were being promoted before they could complete their probation.

All the employees promoted from this job, whose records were examined, had met the above hiring standards. Applicants who were not hired were rejected for such reasons as: inability to verify references; fought with the boss on his last job; could not produce discharge papers; police check revealed applicant had falsified application; applicant would not shave off his beard, which was in danger of catching in the conveyor;* poor health; and a police record for manslaughter. In the last case, this was the sole reason for rejection. The applicant would have been hired otherwise. The director of hourly personnel stated that he avoided hiring applicants who had been auto salesmen, cab drivers, or bar tenders. In his experience he had found that such men did not usually work out in a factory environment because they tended to roam and talk rather than work.

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* Long-haired applicants are told to get their hair cut or wear a hair net on the job as a safety factor.

Key-Punch Operator

The labor market for key-punch operators has been loose from the point of view of this company. The company pays well and they have a large backlog of applications for these jobs on file. When an opening appears, applications are drawn from this file. As soon as the word gets out that the company is hiring for these positions, applicants present themselves. The company also recruits through high schools that train on IBM equipment. Notice is sometimes posted in the plant, "as a last resort", but preference is usually given to members of employee families.

Applicants must be high school graduates or the equivalent (i.e., must have passed a high school equivalency examination). They also need to be able to type and must pass the IBM key-punch test.

All seven employees holding these jobs are women and this gives rise to several other requirements. Because of the hours, applicants must be at least 18 years of age; and if they have children, the company checks on their babysitting arrangements. In addition, because of limited public transportation to the plant location applicants must have their own transportation.

A three-day IBM training course is required of applicants prior to hiring. This is followed by a six-month on-the-job training period. The only recent change in company requirements for these jobs involves a waiver of this six-month training period where the girl has made very high IBM grades. This, of course, is not a change in hiring requirements.

Promotions do exist for employees holding these jobs, but these are not often in the same line of work. They can move to a senior key-punch operator or to a job involving the use of other IBM equipment in the office. Promotion is possible through increased education which the company will pay for as long as the employee maintains a "C" average or better. The employee's supervisor recommends her for promotion. The supervisor also makes evaluations of job performance using a company performance review sheet.

The company prefers to hire people with experience whenever possible, but it has not often been possible if the records examined for this survey are typical.

The qualifications of sampled employees indicates that the four employees met the stated requirements. The performance rating of each of these four girls was average. The characteristics of employees promoted from this job did not differ in any discernible way from those of the employees currently holding the job. The one girl rejected within the time period of the survey failed a series of tests which are no longer given. We were told that she probably would be hired if she were to reapply today.

CLEVELAND, OHIO

Company 3

This is a large hospital complex employing over 3000 persons. There was little fluctuation in employment figures between 1966 and 1967, other than a steady increase in number of employees.

Although department supervisors make the final hiring decision, the employment section of the Personnel Department is primarily responsible for selecting qualified applicants. Rarely is an applicant who has been selected by the employment personnel for further interviews rejected by a department supervisor.

Food Assembler

The dietary food service workers have a major responsibility for keeping the meal schedule running smoothly. Since job descriptions for this hospital are currently being reviewed and revised, no summary of duties for this occupation is available. The job category is quite broad, however, because hiring requirements for all entry-level food service positions are the same. The one exception is that the sex of the worker depends on the job being filled. Generally, food service workers help prepare and distribute food to patients and other employees.

Although the employment interviewers practically make the final hiring decision, all likely applicants are referred for interview to someone in the Dietary Department and can be, but seldom are, rejected at that point. The standards used by the employment interviewers are quite minimal. A successful applicant must pass a physical exam and a police check. Individuals with police records can be hired, depending on the nature of the offense. Repeated offenders will not be hired, depending on the nature of the offense. Repeated offenders will not be hired, nor will persons with records of rape and probably murder, on the grounds that the hospital cannot risk the safety of helpless patients. The employment office also checks job references but will hire someone who does not have any. If an applicant falsifies his application he will be rejected or (if hired prior to discovery of the falsification) dismissed. The hospital prefers not to have relatives working closely together, but likes to have relatives working in the hospital.

The food service supervisor looks for applicants with at least a tenth grade education, but will take persons with as little as eight. Individuals 35 years old or over are preferred as being more stable and dependable. The worst age group is thought to be from 18 years to 25 years. An applicant must be able to work any shift and must be neat, clean, pleasant, and cheerful. Cleanliness is, of course, important to the nature of the work. Friendliness is necessary because workers come in contact with the patients. A recently divorced person who is still not emotionally readjusted will perhaps have difficulty being hired.

Individuals in the holds now and promoted categories met the minimum requirements as stated by the employment interviewers and supervisor. All but two had graduated from high school. The supervisor prefers high school graduates. According to this sample, the supervisor's age preference is not easily met: only two individuals in these two samples were over 35. About half of these persons had had previous related work experience.

Applicants who were not hired clearly fell below the minimum requirements: Three of the five in the sample had negative references; one applicant was not willing to work any shift; and none had ever worked in a related position.

The supervisor of the food service workers used to require a high school diploma, but has been forced to drop this requirement. The job has no prestige; the pay is low; and the hours are not good (weekend work is required). Formerly, this position was one of the few jobs available to Negroes, but the situation has changed.

Altogether there are 94 full-time and 40 part-time food service workers. Between 1966 and 1967 the employment office had to fill 65 full-time and 39 part-time vacancies. The Personnel Department said that while this rate of turnover is usual, it is much higher than is desirable. The employment interviewer stated that the labor market for this occupation is loose because the work is easy and the requirements are low. However, the overall impression that was given by the employment office and the food service supervisor was that, in fact, the labor market is tight enough to have forced a lowering of hiring standards.

There is very little opportunity for promotion from this occupation. There have been some, but it is an infrequent occurrence. The Personnel Department stated that there is not a good policy in the hospital for recognizing and promoting people like there is in industry. If a supervisor is needed, the hospital will look outside, rather than within its own ranks.

Nurse Aid

There are over 250 nurse aids in this hospital, most of them full-time. The duties of a nurse aid are basically to work under the direct supervision of a professional nurse, to assist the nursing staff, and to perform routine duties.

The employment office interviews all applicants. Employment interviewers look for high school graduates, who can pass a physical exam and a police check. A criminal record does not necessarily eliminate an applicant for further consideration. The decision depends on the nature of the offense. References are checked for applicants for this position. The Nursing Department is very interested in school records--items such as grades, courses taken, and attendance. However, the employment interviewers do not put too much stock in school records and rarely consider them too seriously.

On the other hand, the supervisor of nursing aids does consider high school records when interviewing applicants who have passed the employment office screening. A tenth grade education is accepted, if an applicant has had work experience. A high school graduate is still preferred, however. Younger girls are preferred, for this occupation, because they can take the pressure and to have the required degree of flexibility. Appearance influences the hiring decision, but it is not the most important factor. Primarily, the supervisor is interested in finding girls who are sincerely interested in hospital work. They should have an adequate learning capacity: the job requires mastery of many tasks, and it is very important that they be done correctly. Girls who are alert, friendly, and understanding have the best opportunity of being hired, for they are the applicants who will show patience and concern for patients, and who will willingly do what is necessary for the patients.

The individuals in the sample met the hiring standards of both the employment office and the supervisor. There were no applicants records available for the not hired sample, because the hospital does not retain rejected applications. The individuals in the other three categores--holds now, promoted, and hired-released--appear very similar from the information that was available. Most were high school graduates, and several had had previous related work experience. All persons had passed the physical exam and police check. Half of the individuals in the holds now category were over the preferred age of 25 years. Generally, however, there were no noticeable differences between groups, even the hired-released. The information included in the sample clearly shows that the hospital hires those applicants who meet its minimum hiring requirements and preferences.

However, the information says nothing about how these requirements relate to employee retention in this job. During the first 11 months of 1967, 160 vacancies were filled. This number is well over the 50 percent mark, indicating heavy turnover. Since the Personnel Department stated that nursing aid positions are not difficult to fill, the difficulty must be in keeping people interested in the job.

Each applicant must attend a four week nursing aid training class held by the hospital. Exceptions to this rule are rarely made, even for experienced nurse aids, since the hospital still has procedures unlike those of other hospitals. The class begins once a month, and is filled by the projected number of new nursing aids that will be needed at the end of the month. Some applicants drop out of the training program, and some fail, but the hospital is able to fill vacancies from the class. Trainees are fully paid during the four-week training period.

The Personnel Department is thinking seriously about starting a testing program for applicants for many positions, among them nursing aids. It is felt that a testing program will enable the employment office to find applicants who have not completed high school, but who would be capable of holding the job. Previously a high school diploma was absolutely necessary for this position. Only fairly recently was this standard lowered.

The opportunities for promotion from this job are limited. There are 94 ward clerk positions in the hospital, which are usually filled from the ranks of the nursing aids. Although there are a substantial number of these positions, they do not open up frequently.

Laboratory Technician

This is one of the most interesting case studies of the survey. Occupation is termed Technician I, and there are eleven full-time and eight part-time workers in it.

Hiring requirements for Technician I depend on the particular laboratory having the vacancy. The Personnel Department screens applicants for these positions, but the heads of the several laboratories make the final hiring decision. According to the Personnel Department, there are three acceptable levels of educational attainment: (1) high school graduate with some training as a laboratory technician, (2) training course such as the 15-month course offered at Cleveland Junior College, and (3) some college. Preferred applicants are those with the most experience and related education. Stability is important to this job and is judged by work record or school attendance. References are checked and applicants must pass a physical exam. Police records are checked, and no one with a known record has ever been hired. An applicant who seems to have growth potential is preferred over others. Such individual characteristics as good attitude, punctuality, and appearance are important factors to be considered.

Histology Laboratory. The requirements for employment as Technician I in this laboratory are essentially those factors considered during the Personnel Department interview. To become a Trainee, an applicant must be a high school graduate with chemistry and biology or must be attending high school. Manual dexterity is important. The supervisor is particularly interested in why the individual wants to work. She also looks for people with good attitude and cooperative nature. References are considered important but frequently are difficult to obtain. The supervisor of this laboratory does not like to hire married women with children if the children will require special attention at holiday times. Experience seems to show that individuals with some college education work out better than those with none.

Bacteriology Laboratory. A high school diploma is the basic minimum. Biology, chemistry, and other sciences are beneficial but not necessary. An individual who has graduated from a training program can be hired. However, this supervisor prefers college graduates above all others, especially persons who are well-rounded, can think for themselves, and have one year laboratory experience. Consideration is given to the length of time a person will stay on the job, but this factor is not as important in a hospital laboratory as in a private laboratory. Personal appearance and personality are important items, because laboratory work can become routine and therefore requires someone with a pleasant personality and good-natured outlook. References are important.

Chemistry Laboratory. Here a high school diploma will not suffice. Minimum requirements for Technician I have not changed recently, but a higher-caliber individual can now be found, partly because of training programs which have been made available in Cleveland.

The samples of persons at this hospital included only two groups, those hired and retained and those not hired. No persons were found who had been hired and promoted since January, 1965, because promotion requires a longer interval for acquisition of additional skills and/or education. Available information indicated that all persons still holding these jobs met the educational requirement and passed the physical exam. Most of them also met the educational preference by having over one year of college. Some individuals had not had vocational training, but over half were experienced in laboratory work and had taken specific science courses related to this work.

In contrast, the individuals who were not hired failed to meet important standards. Some of the factors noted were: lack of experience, no growth potential, unlikelihood of being on job long, unable to work flexible hours, application completed poorly or falsely.

The primary means of recruitment for this position is through notices of vacancies at schools where laboratory technicians can receive training. For this position, active recruitment efforts are made.

Training programs are available in the Cleveland area to people interested in laboratory work. East Technical High School has a medical technician course available to students who show ability in the sciences and mathematics. Cleveland Junior College offers a 15-month course for laboratory technicians. This surveyed hospital also has some trainee positions in the Histology Laboratory (trainees are apprenticed for one year, then becomes Technicians I for two or three years, and then can become a registered Histology Technicians of grade Technician II). If no trainee positions are available, it is possible to hire an individual as a Technician I below scale. It was suggested during the survey that an ideal training program for laboratory technicians would (1) encourage thought on the part of the trainee about how to improve procedures in the laboratory and (2) create an awareness of the clinical application of laboratory tests. It was felt also that high school students could be adequately trained in these respects.

This hospital experiences little difficulty in filling these positions, although it sometimes takes as long as a month to find the "right" person. The ease with which a vacancy is filled depends on the time of year, but generally it is fairly easy. The Personnel Department also uses its file of applications to locate qualified applicants when filling a vacancy.

Although there are no formal procedures for training individuals for promotion from this occupation, laboratory technicians are taught new skills and procedures as they work and are also encouraged to continue their schooling. There are ample opportunities for promotion from this job--all involving experience, further education, and possibly registration. Of the entry-level jobs in this hospital, Laboratory Technician I offers the best future for an employee and the greatest opportunities for promotion.

CLEVELAND, OHIO

Company 4

This is a private non-profit general hospital located in the Hough area. This hospital is a member of the Cleveland Hospital Council and the Ohio Hospital Association. The Council has a recruiting and training section and can be a source of manpower for certain occupations. For example, non-registered medical laboratory technicians can be obtained through this service.

All hiring is done by the individual department heads with relatively little screening of applicants prior to the interview with the department head. That is, all applicants--except those who are clearly non-hirables, such as inebriates or those presenting a completely dirty or disheveled appearance--are allowed to fill out an application form.

At the time of the survey 278 workers were employed here. This was the maximum number of employees for the year. For the same time period the minimum was 268.

The occupations surveyed here were ward aids (nurses aids), non-registered laboratory technicians, and dietary maids (diet aids).

Food Assembler (Dietary Maids)

Dietary maids perform routine work as kitchen help in preparing food and in general cleaning in the kitchen area. These workers set up food trays, transport food to the serving area, arrange food on the serving counter and serve it. The hospital recruits from walk-ins and friends of employees; it does not have to advertise these positions because the labor market has been quite loose. It has not been necessary to change minimal qualifications for this job category to obtain workers.

The minimum required educational level is tenth grade, although high school graduates are preferred; but even the tenth grade level is not a rigid minimum. Experience also is preferred but not required. Applicants must pass a physical examination, have a food handler's permit, and be physically able to perform the work. Applicants with a history of venereal disease are not hired.

The appearance and impression made by an applicant during the interview are really the deciding factors as to whether or not an applicant is hired. People who chew gum during the interview or who are "disrespectful or flippant" will not be hired. The applicant must be willing to work a split shift and must have a telephone so she can be contacted. She must have transportation to work and must have made plans for any necessary child care.

In references, the interviewer looks for the ability to follow directions, take criticism, and get along with people. The supervisor won't hire a man for these jobs because all 21 in the department at the present time are women. The application form must be complete and neat. The supervisor checks the spelling on the application.

Only a limited number of these factors were actually entered into the personnel records of the six sampled people holding these jobs. Often subjective judgments are not recorded by the interviewer even though they may be the key element in the hiring decision. Consequently, it has not been possible to draw firm conclusions as to how closely the hospital held to its stated requirements.

One girl was sampled who was hired and later released; she failed to pass her chest X-ray, was called in for more extensive tests, but failed to report and was released.

One girl was sampled who was not hired. She could not make up her mind as to whether or not she wanted the job. She wanted to try it out first. The hospital decided not to hire her because of this indecision.

There were no recently hired employees at the time of our survey who had been promoted from dietary maid. The possibility of promotion from these jobs is very remote. Promotion would be to cook trainee and then to cook. There are not many of these jobs and their turnover is very low.

There is no training for jobs at this level except on-the-job. The hospital council does hold classes for Food Service Supervisors through the high schools, but this hospital does nothing to help an employee defray the expense of such a course. Performance evaluation is made jointly by the supervisor and the department head.

Nurse Aid (Ward Aid)

Ward aids perform assigned and supportive routine work in connection with patient care, escort or transport patients, clean rooms and equipment, and administer to personal care and grooming of the patients. Such workers can be either male or female but all 13 in this hospital were female. Training is on-the-job.

High school graduates are preferred but the hospital will hire down to an eighth-grade educational level for these jobs. Applicants who have had experience are preferred because there is no established in-service program. At least six months experience is desirable. A reference check, but no credit or police check is made. People who falsify their applications will not be hired. In the reference check a significant factor is attendance on the former job. Although references are checked carefully an applicant won't be turned down because of one bad reference if all others check out satisfactorily.

People with police records will be hired but only after individual checking and study. The hospital will hire someone on parole, but has only one parolee at a time. The supervisor is wary about hiring anyone with a record of repeated assault and battery. Handicapped workers are hired if they can do the work, but they have had very few handicapped applicants.

The records of five girls currently holding ward aid positions, three hired as ward aids and promoted, and four interviewed but not hired were sampled and examined in detail.

To the extent that relevant information was recorded in personnel folders, it appeared that the hospital employees in or recently promoted from this position met stated requirements. All but one of the members of both groups had received above average efficiency ratings from their respective supervisors and department heads.

Promotion from these jobs is limited. Senior aid is the only position to which a ward aid can advance. Such promotions are usually made only after the employee has been there for several years. The only standard for promotion is performance. There are no formal promotion procedures and no training is given prior to a promotion to prepare an employee for the new job. Performance ratings are made by the immediate supervisor and the head nurse of the division, with the final evaluation made by the Director of Nurses.

Applicants were rejected for this job because of poor references or poor work record and particularly for a record of absenteeism.

The hospital generally has had no difficulty filling these jobs and consequently has felt no need to lower their hiring requirements. As in the case of dietary maids, recruiting is from walk-ins and friends of employees.

Laboratory Technician

Non-registered medical laboratory technicians perform various approved analytical or diagnostic tests on body fluids and materials. The labor market for this occupation is very tight. It has been known to have taken the hospital over three months to fill an opening at times. Recruiting methods have covered everything the pathologist has been able to think of. The hospital has a recruitment and training department which covers this occupation. Prior to 1965, the pathologist required at least one year of college and one year of practical experience. Since then he has dropped the college requirement but has tried to maintain the one year of practical experience. Inexperienced applicants are not considered except as trainees. Applicants must present a good appearance. Cleanliness is important, as is the ability to get along with fellow-workers. While the work normally would be done by a registered laboratory technician, but since they are not usually available, the hospital uses non-registered laboratory technicians. The tight labor market seems to result from the low wages (starting below $2 an hour) plus the small opportunity for advancement.

The key to employment at this hospital as a laboratory technician is the interview with the Pathologist, who uses it to determine the applicant's technical ability and amenability to teaching. This factor is determined from their thoroughness in answering his questions. He is interested in those who want to know "why". It is also important that the applicant be able to understand and speak understandable English. The application is judged by its completeness, truthfulness, and correctness of spelling. The Pathologist relies more on extensive interviewing than on testing or any other such device. Since his is a small department (there are six technicians), he is concerned about each applicant's compatibility with the group.

No credit or police check is made, but the applicant must pass a physical examination. They try to avoid hiring men with 1-A draft status. While men over 20 years of age are preferred, women applicants are rejected because of their sex. Severe obesity (in either sex) bars an applicant from this job because they are felt unable to move about quickly. Handicapped people who can do the work will be hired.

To the extent that these hiring requirements can be checked, the sample of workers in these jobs met the stated standards. Applicants in the sample who were rejected usually had no training or experience: "hadn't gotten value from training"; "nothing to sell"; no experience; "wasn't well qualified for the number of years in the field". Other reasons included chronic absenteeism (a drinking problem), bad references, poor spelling on the application, "falsified application by omission", not a high school graduate, and poor appearance.

CLEVELAND, OHIO

Company 5

This is one of the older department stores in Cleveland, with branches in surrounding suburbs and outside the state. This survey covered only the downtown store and a single warehouse. Although branch stores do their own hiring locally, the Personnel Director of the downtown store has responsibility for coordinating all personnel policies. During the Christmas period of peak employment, the number of seasonal workers, both full- and part-time, has been as much as 60 percent above the number of regular (year round) employees. This seasonality generates unusual demands on the store's Personnel Department. The Personnel Department screens all applicants, while the supervisors have final authority to hire or reject. Recruitment consists of "...telling the Personnel Department...who knows the kind of girl I'm looking for..."

Occupational categories surveyed at this firm include: porters (janitors) and maids, sales clerks, and clerical workers (authorizers and unit controllers).

File Clerks

There are 18 file clerks employed in this establishment. It is considered to be an easy-to-fill job since most vacancies can be filled within one to two weeks. Minimum qualifications for this position include: tenth-grade education or above; Wonderlic score of 18 or above; a physical exam; applicant must like math and detail work; "growth potential"; application must be completely and truthfully filled out; and personality and appearance must be attractive. In addition, the following preferences have been stated: high school diploma; around 40 years of age, with experience; and can work full-time when needed (i.e., children in school or family arrangements have been made).

Although standards have not changed within the past year, over a longer period of time there has been a gradual lowering of standards. For instance, a few years ago, persons with juvenile or adult police records would not have been hired. Today, they will be hired if they truthfully report their arrest record on the application. On the other hand, anyone not reporting their arrest record will be fired for falsifying their application. Recruitment is through the Personnel Department.

There is no program to qualify applicants for this position. Performance is measured by comparing actual production records with normative standards established for the job. Promotional opportunities are generally considered to be non-existent. Most persons taking this position are housewives who are "...content to have a job". Whatever promotion opportunities there are depend upon supervisors singling out individual employees and recommending them for promotion. It is significant to note that this group is declining numerically as a result of the computerizations of billing by the firm.

Our examinations of the sampled personnel records of persons currently in this position indicates no deviations from stated minimum hiring standards. Only one personnel folder could be sampled for persons who applied for this position but were not hired. It showed rejection because of a low score on the Wonderlic test.

Porters

There are 46 persons engaged in cleaning services in this establishment. Males are called janitors and females are called maids. They are responsible for all cleaning activities including walls, inside windows, equipment, and fixtures. There is some job seasonality with the peak period before Christmas. This is considered a hard-to-fill job and has a high rate of absenteeism.

Minimum requirements for the position include: ability to read and write, over 40 years of age, and pass physical exam. In terms of preferences above the minimum: experience in the use of power equipment such as vacuum cleaner, scrubber, and wall washers is very desirable. Married persons are preferred.

The hiring supervisor was insistent upon hiring of older workers and indicated that he would not hire youngsters for this job. Similarly, he would also hire dual job holders as long as the other job does not interfere with this one. To some extent this reflects a realization that the wage scale is relatively low, despite the fact that men in this position are covered by a union contract.

Recruitment activities are focused through the establishment's Personnel Department. There are no programs to qualify applicants, and most training is on-the-job. The hiring supervisor indicated that some 35 workers were sought in this category last year, a turnover rate of about 75 percent. On the average, jobs are filled in a 2-week period. The supervisor indicated that his insistence on hiring older men to fill this job often means that he must hold a position open for as long as two months or until he finds a suitable person.

Job performance is measured by the supervisor's evaluation in terms of how long it takes to do a given job. Promotional opportunities are for the most part non-existent. The caliber of personnel currently holding this position is considered low. The supervisor did indicate that some maids have moved into sales positions, but no persons were found who had been promoted during the time of this survey. Theoretically, procedures for promotion can be initiated by the employee or the supervisor. On the basis of sampled personnel folders for a small number of persons currently holding the job, stated minimum requirements reflect the actual characteristics of persons in this job.

Sales Clerks

There were 350 full- and part-time sales workers employed at the time of this survey. This seems to represent an approximate midpoint between seasonal high and low employment. During the year the low range (under 300 job holders) is usually reached in the summer, while the high end of the scale (over 400 persons) generally right before Christmas. This is considered to be a hard-to-fill job. The supervisor indicated that the job market in downtown Cleveland is very tight because of problems associated with the public transportation available for night workers. Lower paid white collar workers cannot afford to live close to their work, and inadequate public transportation downtown--particularly in the evenings--creates real problems for downtown employees. It was noted to be much easier to recruit workers for outlying suburban locations because of this factor. The downtown turnover rate has been extremely high; they have sought approximately 100 workers for this job cateogry in the last year, including part-time employees.

Minimum requirements for this job include: age 16; however, under special circumstances someone as young as 14 and in school may be hired on a part-time basis; appearance is important; desire and motivation; and ability to talk to customers. Personnel tests are not used in the selection of sales personnel.

In terms of qualifications above the minimum, preference is given for previous experience in reatiling and for higher educational attainments. The sales manager noted that minimum standards have definitely been lowered within the past year, citing the fact that dress regulations (i.e., bright colors) have been modified.

Recruitment is primarily through the Personnel Department which in turn recruits through area high schools, the YWCA, and civic organizations. In addition, newspaper advertisement is sometimes used, especially for specialty sales work, i.e., women's wear, jewelry, and cosmetics. Personal contacts and staff referrals are primary sources of recruits.

There are no training programs to assist applicants to qualify for these jobs. New workers are given a brief orientation program and training is primarily on-the-job. There is a standard form used annually to evaluate the entire staff. Promotional opportunities exist for sales personnel to move to head of stock, to assistant buyer, and to buyer. Either the supervisor can recommend or the employee can request a movement into higher rated job openings. While there are no formal training programs established by the Personnel Department, many manufacturers whose products are sold here have training programs to acquaint sales personnel with the technical details relating to their product.

Examination of a number of persons sampled from those employed in this category shows a close relationship between minimum hiring requirements and characteristics of persons holding this job. One person was sampled who applied but was not hired. The following were given as reasons for his rejection: appearance poor; not communicative; very dull; and poor spelling.

CLEVELAND, OHIO

Company 6

This company is a Cleveland department store, usually employing about 500 individuals, with more at Christmas. Although the store is associated with a national group, its hiring policies are formed independently. All of the surveyed entry-level positions are filled by the Personnel Department.

File Clerk

File clerks in this store are responsible for filing sales checks of customers and for answering calls from the floor to verify customers' credit. The position is titled unit operator, and there are eight such positions in the Accounts Receivable Department. The Personnel Department interviews and hires for this position. The company requires that applicants have a high school diploma and pass a credit and reference check made by a private agency. Applicants who use correct English and who are familiar with the alphabet and spelling are preferred. School grades in English help determine this capability. Sometimes an applicant may be given an arithmetic test as a general measure of intelligence.

All the file clerks hired since January, 1965, are still in the same position. Except for one who did not graduate from high school, the sample group met the company's minimum hiring requirements. Half of the sample had previous sales experience. The oldest individual in the group was 29 years old. The one sampled applicant who was not hired was 62 years of age and obviously lacked potential for growth with the company.

It is not difficult to find qualified applicants for this position, because young girls can be used. There is an abundance of girls just out of high school seeking employment. The company obtains most applicants for this position through walk-ins. Some girls start working part-time as file clerks while still in high school and become full-time employees after graduation.

Although there are opportunities for promotion from this job to others in the store, none of the group hired since January, 1965, had been promoted. Promotions may be to billing machine operator, to clerk in the collection department, and to credit interviewer. As a file clerk, an individual is trained on a part-time basis to fill in for these jobs.

Porters

There are six porters and five maids employed by this store. The porters work from 6:00 a.m. to 2:30 p.m. and are responsible for maintenance, cleaning, moving rubbish, buffing floors, and moving fixtures. The maids work from 9:30 a.m. to 6:00 p.m. and do the dusting, vacuuming, and counter cleaning. During the Christmas season extra part-time maids and porters are hired.

Company-hiring requirements for these positions are very minimal. References and credit are checked by a private agency. An individual with a police record of assault, theft, or robbery will not be hired. Men and women over the age of 25 years are preferred. The personnel interviewer looks for at least a tenth-grade education, so they can follow written instructions. If an applicant has had previous employment, his last employer is checked by telephone. Generally the company seeks good workers who are alert and do not appear lazy. At one time the company required that porters and maids have a high school diploma, but this standard was lowered as the labor market tightened.

Only two groups of porters and maids could be sampled (those still in the job and rejected applicants) because none were promoted individuals and none had been hired and released during probationary period. The three sampled applicants who were hired all met the minimum requirements of the company. Two had a high school diploma, and all three were experienced. Of the three sampled applicants who were not hired, two did not complete their applications, and one seemed rather slow and lacking in potential for growth on the job.

Although the labor-market condition for this job is tight, the store has not experienced too many difficulties because the turnover is low. In the last year two porter vacancies were filled and there were no maid vacancies. The most difficult openings to fill are for "late-hour" porters (that is, for nights when the store is open and for the holiday seasons). Otherwise, only a week is needed. Most applicants for these positions come from walk-ins, the Ohio State Employment Service, or the classified ads.

There is very little opportunity for promotion from this job category. Since there is only one supervisory position, it is rarely vacant. A porter could move into the receiving room as a dockman, but this rarely happens.

Sales Clerk

There are 170 sales clerks (110 full-time and 60 part-time) employed in this store, but the figure fluctuates seasonally. Sales clerks are responsible for selling, stock taking, and managing a cash register. The Personnel Department does all the hiring for this occupation, except for very specialized departments. The company has stated four minimum requirements: the applicant should be a high school graduate, the applicant must pass an arithmetic test and be particularly competent in the percentage part of the test, and a private agency runs a reference and credit check, which must be satisfactory. In addition, the Personnel Department expresses preference for other characteristics: good appearance and neatness are important, since sales clerks come in constant contact with the public; an outgoing and friendly personality is thought to enhance selling ability; individuals over 25 years old are preferred, but younger applicants can be hired for nonspecialized departments. From time to time the personnel interviewer checks references by telephone, but they are not considered too valuable. Priority is given to relatives of present employees, as long as they would not be working under direct supervision of the relative.

Two or three years ago the Personnel Department did not do the hiring for sales positions; it simply screened applicants. However, as the labor market for this occupation tightened, the Personnel Department took over full responsibility for hiring, except for a few specialized departments.

There has been very little turnover among sales clerks, so that few persons have been hired since 1965. Thus, our total sample was rather small (14) considering the total number employed.

In two instances, sales clerks were hired who did not meet the minimum company requirements. One did not pass the arithmetic test and one was not a high school graduate. In the latter case, the individual was an older woman, for whom the education requirement is sometimes waived. Only three of the holds now sample met the age preference of 25 years or older. Most of this category had records of previous sales experience. The individuals who were hired and promoted are generally similar to those still in the job.

Two individuals were sampled as hired but released before the end of the probationary period. They seem to resemble the other two groups, except that one was noted as below average in appearance at the time of hiring.

The two sampled individuals who were not hired failed to pass the arithmetic test. Apparently their other characteristics were not strong enough to overcome this failure, as was the case of one person hired and still in the job. Comments were also made about poor appearance and low intelligence concerning the rejected applicants.

Although the turnover is low in this work, the company must still recruit, especially prior to holiday seasons. The store depends on classified ads, walk-ins, and referrals by relatives. It is not difficult to find young people for this occupation, especially in June after graduation. However, it is difficult to find the more mature people for whom the store is looking.

New sales clerks receive two days of training on company systems and salesmanship, following which they are supervised on the job for half a day by another sales person or by a supervisor. The store's training director keeps an eye on new employees for about two weeks--checking their sales slips and helping them if necessary.

Sales clerks can be promoted to supervisory positions or can be recommended for the Junior Executive Training Program. The small promoted sample, however, indicates that promotion is not a rapid thing.

CLEVELAND, OHIO

Company 7

This is a commercial bank located in the downtown Cleveland area. Current employment at the time of the survey was approximately 900 persons. It does not experience seasonal fluctuations in employment. No information was obtained concerning its past growth trends. Hiring practices and standards are set by the institutions' Personnel Director and assistant. Occupational categories surveyed at this firm include clerk-typist, key-punch operator, and non-industrial machine operator.

Key-Punch Operator

There are 22 key-punch operators employed, including persons working part-time on an evening shift. This is considered to be a very hard job to fill. The company sought 50 key-punch operators last year and felt that, on the average, it took between three and four weeks to fill a vacancy. Recruitment problems are apparently acute for the night shift and job vacancies are persistent. As a result of their inability to hire sufficient qualified staff the company is now farming-out many key-punch operations that it would prefer to do in-house. Factors that contribute to this tightness are night work, low wages relative to comparable work performed in the area, the repetitive nature of the job, and the work load pressures.

Stated minimum requirements for this position include: a high school diploma; typing skills, combined with excellent numerical aptitudes (indicated by scores on high school aptitude exams); and personality. Desirable qualifications above the minimum include: key-punching experience or vocational training in the field, and the ability to relate well to others.

The Personnel Director indicated that the extreme tightness in the labor market, in addition to some of the other factors previously mentioned (i.e., night work) has caused a relaxation of hiring standards for this job category. He reported that the firm will now hire "prima donna's" for their night shift operation. Further probing on this point reveals that despite the repetitive sort of work they have hired over-qualified persons for the night shift and have made many individual scheduling adjustments to fit in with the availability of their work force.

The Director indicated that the firm has taken a very broad approach toward recruiting workers for this job. They have tried several devices including newspaper advertising, high school talks, public and private agencies and word-of-mouth recruiting by staff members. He also stated that a number of smaller institutions in the area have actually paid bonuses to staff members who recruit workers in shortage occupations; his own bank had not yet resorted to this.

The company sends many younger employees to IBM school to learn key-punching. This is a three-day course offered in the area and seems to serve both as a refresher as well as an introduction to the equipment.

Job performance is measured in terms of a standard merit rating sheet at intervals of three and six months and annually thereafter. Recommendations for promotion are made by the department supervisor and reviewed by the department head. Some promotional opportunities open to key-punchers include senior key-punch operator, tape librarian, and computer operator. There were no persons who had been promoted from the group hired since January, 1965. Moreover, the Director implied that few of the key-punch operators are considered to be career persons and, as a group, they do not have the potential to move into the higher rated occupations.

There were no persons who could be sampled in either the hired-released or not hired categories. This in itself may reflect the tightness of the market for key-punch operators.

Typist

This firm employs approximately 80 clerk typists. This is considered a hard-to-fill category. The bank does not feel able to compete in terms of salary with many larger firms in the area. As a result they feel at a competitive disadvantage in hiring qualified young workers. Minimum requirements for this occupation include a high school diploma, typing speed of 45 words per minute, a physical examination (waived for persons under 30 years of age), and a reference check. In addition, the applicant's appearance must be neat and appropriate; his personality must be good (he must get along well with others), and he must plan to stay on the job.

Desirable qualifications above the minimum which the employer prefers are commercial high school (preferred over academic courses) and previous work experience (i.e., bookkeeping background).

Although the Director indicated that their stated minimum qualifications for this job have not changed within the last year he noted that the younger workers had a fairly high turnover rate. As a rule of thumb, they try to keep these younger persons for about 2-1/2 years. Approximately 48 workers were sought for this job category last year and it took about two weeks to fill a job opening.

Job performance is measured on the basis of merit ratings at the end of three months, six months and annual review thereafter. These ratings are initiated by the department supervisor and reviewed by the head of the department. Promotional opportunities to other job categories include stenographer and teller. The Director indicated that in the hiring process they attempt to determine the applicant's potential; and overqualified persons are often hired with the intention of early promotion to higher ratings and more responsible positions. Recommendations for promotion are initiated by the supervisor and the department head. Promotions often entail salary increases rather than changes in job title.

This firm does not provide training programs either for applicants or for the newly hired; however, they encourage employees to attend classes given by the American Institution of Banking. All such fees are paid by the institution.

An examination of sampled personnel folders of workers who currently hold the position, as well as those hired January, 1965, and subsequently promoted since reveals a very close relationship between stated minimum requirements and the characteristics of persons in these categories. One noticeable deviation was an individual overqualified for this position (with 3-1/2 years of college) who was hired, despite the interviewer's concern that he would not stay on the job. This indicates a flexible approach to meeting labor market standards. Among the reasons for rejection were: failed typing test, unoriented toward specific type of institution, and planning to get married in just one year.

Clerical Machine Operator

There are 35 clerical machine operators (including part-time workers) employed by this firm. Their job title reflects the kind of equipment they use (e.g., proof machine operators sort, list, endorse and prove checks, deposits and other entries). Work is of a repetitive nature and requires both care and accuracy. This is considered an easy job to fill for the day shift, but hard to fill for the night shift. Thus, we seem to have two distinctly different labor markets for the same occupation in the same establishment. The firm considers its wage and fringe benefit structure to be competitive with other firms employing this job category. Minimum requirements for this position include tenth or higher grade education, high school level typing and bookkeeping courses, manual dexterity, good personality (can get along with others), not too imaginative but must possess good judgement and numerical sense. In addition, the firm prefers to hire high school graduates or above.

The Personnel Director indicated that in recent years they have lowered their educational requirement from a high school diploma to less than high school. However, the firm has insisted that some of these non-graduates return to school, and many such persons have completed their high school work. He also indicated that the company is becoming more and more aware of the need to find persons with a balance of personality and temperament that permits easy relationships to their co-workers. The Director reported that most persons on the day shift are high school girls, while older persons, including housewives and persons who would be considered educationally overqualified, tend to work on the evening shift. He stated that there is less turnover among night shift workers because of the age composition of the work force and because in many cases this was a second job.

Recruitment, particularly for the second shift, is primarily through newspaper advertisement. Contact is also maintained with area high schools. The Personnel Director also stated that increasing numbers of part-time workers are used in this job, more because of increasing use of electronic data processing equipment than because of changes in labor market conditions.

There are no formal training programs for this job category. Training is on the job under the direction of the group supervisor. (the company has a policy of training persons on the equipment used). The individual is gradually given more responsibility until they are proficient in each operation.

Approximately 30 persons were sought for this category last year, including 10 part-time workers. On the average it takes less than a week to recruit a worker for the day shift and up to a month for the evening shift.

Performance is evaluated continuously by the department supervisor. Promotion opportunities are considered to be extremely limited, with the possibility of moving up to teller or supervisor Only one person was promoted who had been hired since January, 1965. Reasons for rejection included very negative references, attendance and performance problem, general attitude antagonistic at time of interview (did not work out with other employees), and previous employer indicated applicant was alcoholic.

RICHMOND, VIRGINIA

The Richmond Metropolitan Area consists of the City of Richmond and three surrounding counties, and is the second largest metropolitan area in the state (1967 population was slightly over half million). It has a broadly based economy as a commercial center, the State Capitol and a diversified industrial city. This area has experienced an unusually high rate of population/labor force growth over the past 15 years. At the same time, however, job opportunities have grown even faster, keeping unemployment well below both the state and national averages. For example, in the latter part of 1966, the jobless rate was only 1.5 percent of the area's civilian work force, a rate synonomous with minimal or frictional unemployment. Even in terms of annual averages, joblessness in the Richmond area over the past three years hovered near the 2.0 percent mark, a strong indication of general labor market tightness.

A recent profile of the area's work force reveals 200,000 plus non-farm wage and salary workers. Among them, there were three non-factory workers for every factory worker; and the largest non-factory industries are (in order of size) trade, government and services. The largest factory industries are tobacco and chemicals. Since the beginning of 1965, the starting point of this survey, the largest job gains were noted in the non-manufacturing industries (construction, government services, and transportation-communication-public utilities) and in chemicals.

Cooperating firms participating in the Richmond area included a hospital, a bank, an insurance company, two large manufacturing establishments, and a retail establishment.

RICHMOND, VIRGINIA

Company 1

This firm is a variety store, part of a national chain. The store usually employs about 50 persons, and as many as 75 at Christmas.

The company's corporate offices have set general hiring policies to be followed by all local stores. However, these leave much leeway for the local manager.

The employees who are involved in hiring new employees make the final hiring decision for all occupations.

Food Assembler

The activities of a food service worker in this store's luncheonette service differ from those of a food assembler in other surveyed establishments. The entry-level position, called Waitress A, involves taking orders, making the appropriate setup, serving the order, and receiving cash. In contrast, a food assembler is primarily concerned with preparing meal trays. Some of the duties of a food service worker in this store, and of a food assembler, are similar in nature, however, and minimum qualifications are quite similar.

The employer's stated minimum requirements for Waitress A are: (1) applicant may not be a relative (as close as cousin) of anyone already employed in the store; (2) at least 18 years old and (3) minimum test scores of 75. These requirements are closely related to the standards established by corporate headquarters, but the last two are higher than the corresponding standards in the company manual. The store requires a score of 75 or over on both the arithmetic and word parts of the employment test, because local management feels that an individual scoring lower does not have the ability to perform some of the necessary tasks. A Waitress A must handle cash transactions and must be able to give courteous, efficient service. The first task requires arithmetic calculations, and the second requires knowledge of the menu and prices and some word skills. Appearance is also an important factor in hiring, and a successful applicant must be neat and clean. Appearance measures the individual's personal care, and indicates her responsiveness to the need for maintaining a clean luncheon area. It should be emphasized that appearance is not related to attractiveness, but rather to cleanliness and neatness. The employer also stated that references are required. A person with previous experience as a food service worker is preferred. An overweight, or heavy, person is not desirable. Obesity affects an individual's appearance, and interferes with physical movements in a small working area.

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There are only ten persons in this position. Therefore, the samples are small. Nonetheless, all available information supported the hiring criteria given by the employer. There was no record of reference checks on any of these persons. Every sampled employee passed the employment test with the required score or higher. In contrast, only two of the sample of rejected applicants passed the test.

In addition to their low test scores, rejected applicants impressed the employment interviewer as being indefinite and unorganized. One applicant indicated that she probably would not stay on the job for very long, and another had made no arrangements for her children's care during working hours.

A variety store has few supervisory positions, particularly what can be termed "secondary to sales" positions. There is very little opportunity, therefore, for promotions from Waitress A. A Waitress A can move to Waitress B, a change involving additional responsibilities. Some vacancies in the sales staff also have been filled by luncheonette workers. The position of luncheonette supervisor is rarely open. Essentially, promotions in this instance tend to involve a merit raise, rather than a change in responsibility.

The store considers the labor market for this occupation quite tight, as is the general labor market in the Richmond area. The small variety stores are not "glamorous" places to work, and advancement is slow, at best. Therefore, it is not surprising that this position is hard to fill and that there is a heavy turnover rate. Wages are not particularly competitive, and an experienced food service worker can find higher-paying employment elsewhere. Inexperienced workers frequently find that they do not like the nature of the work.

Sales Clerk

Sales clerks are the backbone of the variety store; this one employs about 35 of the 50 workers. Since this local store is part of a chain, general hiring requirements are established in the company manual. Specifically, (1) no relatives as close as cousins are allowed to work in the same store, (2) minimum age is 16 years, and (3) minimum test scores of 70 are required. The Richmond store actually has higher requirements than the company specified. Minimum age is 18 years except for part-time employees, and 75 is the minimum acceptable test score.

The employer seeks to get successful performance on the job and satisfactory employee-employer relationship. No educational attainment standard has been set, as long as the applicant passes the employment test with arithmetic and word scores of 75 or better on both parts. References are required, as is good appearance (again related more to cleanliness and neatness than to personal attractiveness). An upper age limit is set by the fact that an individual must be employed for two years to be eligible for retirement pay. The employer prefers to hire people between the ages of 25 years and 40 years. Married women are preferred, because the employer feels they are more likely to stay on the job for a period of time. People with experience in retailing are also preferred.

The labor market for this occupation was described as "tight". The employer said this condition was a reflection of the low unemployment rate in the Richmond labor market area. The position of sales clerk does not have the prestige it did 10 or 15 years ago. The job is neither glamorous nor particularly desirable (because of Saturday and night work). The employer said that in today's labor market, he cannot afford to be choosey.

Sampling from the personnel folders indicated clearly that the company sticks to its standards. Of the sampled individuals who now hold the job, most received perfect test scores; all had references; and in two cases, pleasing appearance was noted. Although preferred age limits are 25 years and 40 years, only three of the total sample of 16 were over 25 years, and these three were all over 40 years. Most of the individuals in the sample are single, though married persons are preferred. The company apparently can hire experienced people, because over half of the sample has related work experience.

The individuals who were not hired failed to meet minimum requirements. Of those taking the tests, three failed on arithmetic and one on words. Three applicants were noted as having poor appearance or being unclean. Two applicants did not complete their application forms adequately.

In a small store, such as this, many sales clerks have departmental responsibility. Performance is evaluated by the reports of a private agency that randomly checks employees for efficiency, honesty, and customer relations. The store manager evaluates performance and looks at such items as sales volume and department appearance. Promotions generally involve a merit raise, rather than a change in responsibility.

Recruitment was primarily by means of signs in the store windows.

RICHMOND, VIRGINIA

Company 2

This Richmond establishment is a hospital which employs 1,200 persons. Employment has remained stable since September, 1966.

The Personnel Department is responsible for hiring individuals into most of the entry-level occupations. As the skill level requirements of occupations becomes higher, department heads or supervisors become more influential in the hiring process, and actually make the final hiring decision.

Orderly

There are 50 orderlies in this hospital. It is considered to be a hard-to-fill job. For the past two to three years there has been a continuous need to fill 15 additional job openings for this category. The fact that the work involves direct contact with sick people, public transportation problems, and the traditionally low wage structure have all contributed to the hospital's difficulty in recruiting for this occupation. Interestingly, the Personnel Department reported that ". . .civil rights people say it [orderly work] is undignified. . ., as a result there has been a drop-off in the number of negro applicants and an increase in the number of white applicants. . ."

Minimum qualifications for this position include a tenth grade education, 18 years of age, ability to pass a physical examination, a police check, and a business reference check. No "wierdos" or drifters are accepted.

The only expressed preference above the minimum was for high school graduates. The Personnel Department also indicated that persons who were accustomed to making substantially higher wages (i.e., construction workers) would not be considered for the job. It was also noted that over the past few years, despite an attempt to maintain hiring standards, they have been, ". . .scraping the bottom of the barrel. . ." There was a strong implication that the competition for good people in the area was such that the hospital's hiring standards have been lowered distinctly. However, we could not ascertain which specific requirements had been lowered.

Recruitment for this work is primarily through the Virginia Employment Service, walk-ins, and newspaper advertisements. The hospital does not have a training program to qualify applicants for this job;

but on-the-job training is supplemented by three to four weeks of related classroom instruction on the hospital and medical duties normally performed by hospital orderlies (i.e., temperature, blood pressure, etc.). There is periodic evaluation of actual job performance. Promotional opportunities are very limited, e.g., to operating room technician. Licensing requirements for most health service occupations precludes orderlies moving into higher-skilled, better-paying hospital jobs.

There are no indications that the Personnel Department of the hospital has seriously departed from stated minimum requirements. For example, an examination of persons who applied but were not hired reveals that rejection was primarily because of poor attitude (not interested in work), absenteeism, and bad police or personal reference checks.

Porters

There are 40 porters in this hospital--and 10 unfilled vacancies for this position. It is considered a hard-to-fill job. The turnover rate runs about 80 per year or in the neighborhood of 200 percent.

Requirements for this job include ability to read and write, passing a physical examination with specific illnesses or disabilities checked (i.e., no hernia or back problems), at least 21 years of age, police check and business reference check. Persons categorized as drifters are not hired, along with persons accustomed to making more money. The only stated qualification above the minimum is a preference for stability. In view of the high turnover rate for this position, this term "more stability" seems to apply to a willingness to stick to the job.

The Personnel Director stated that the hospital has been "scraping the bottom of the barrel" in its attempts to attract good people. Recruitment is from a steady stream of walk-ins and occasionally from newspaper ads. There are no training programs for these positions. Duties are learned through on-the-job training under the direction of a supervisor.

Job performance is reviewed after six months and annually thereafter. Promotional opportunities are largely to clerical positions including purchasing clerk, laboratory clerk, and pharmacy clerk. These are all learned through on-the-job training. The hospital is trying to utilize the service of the Virginia Employment Service to upgrade the quality of its employees.

Although the Personnel Director implied that the general tightness of the labor market has led to lower hiring standards for this occupation, it is not clear which specific requirements have been changed.

On the basis of personnel folders examined we noted a close relationship between minimum requirements and individual characteristics of persons in the holds now and promoted groupings. Some of the reasons for rejecting applicants included: previous employer reported chronic tardiness and absenteeism; arrogant attitude during interview, wasn't interested; very bad police record; young, looked lazy; and could not fill out application, and information was not filled in the right places.

Laboratory Technician (Unregistered)

There are ten laboratory technicians in the hospital. It is considered to be an easy-to-fill position. Six new employees were hired into this category last year. This hospital has hired only unregistered laboratory technicians in this last year. Prior to 1961 only persons were hired who were registered with the American Society of Clinical Pathologists. Minimum requirements for this occupation are high school graduate or above; persons with a "flair for this type of work"; good school records with particular emphasis on a science background. The only preference above the minimum is some college.

Recruitment for this occupation is primarily through walk-ins. It is considered to be one of the higher status positions in the hospital. There are no special programs to qualify applicants for this position, although the hospital conducts its own on-the-job training program for new employees.

Promotions are generally from Laboratory Technician A to Laboratory Technician B. The only real opportunity open to persons in this category is to move from the unregistered to the registered category. This can be done only through the fulfillment of additional educational requirements: attainment of a college degree. In the State of Virginia, registered laboratory technicians must be graduates of a four-year college with two years of medical technology training; they must pass state board examinations. There is a hospital school which certifies registered laboratory technicians. Tuition payments are waived for persons who agree to work in a hospital for six months after the Educational System is expected to build nearby facilities which will offer courses in medical technology.

There are indications that the hospital has not lowered its hiring standards for this occupation. Moreover, in examining the characteristics of persons who applied for this job but were not hired, we could not ascertain whether in fact actual job vacancies existed. Consequently these persons were excluded from the survey. We were informed that applicants were screened by the Personnel Department and then interviewed by appropriate medical department heads. The heads could "create" a vacancy if the background (education/experience) was thought uniquely relevant to the needs and within the budgetary restraints of the hospital. Similarly, the lack of promotional opportunities is substantiated by the fact that there was only one person in the promoted category.

On the basis of the limited number of personnel folders examined we can conclude that loosely defined standards are maintained by this establishment.

RICHMOND, VIRGINIA

Company 3

This is a full service bank with main offices in downtown Richmond and branches throughout the city and neighboring towns. Employment at the time of interview was 870 people, including both full- and part-time employees. The number of full-time non-officer employees was 577 at the beginning of 1966 and 625 a year later.

While this bank is part of a holding company, administratively it operates under its own Board of Directors and sets its own personnel standards and practices. The actual supervisor of each working section makes the final hiring decisions; but in practices little difference was found between the supervisors' standards and those of the Personnel Department.

The job categories surveyed here were: Clerk-Typist, File Clerk, and Proof Machine Operator (Clerical Machine Operator).

Typist

Most of the 50 typists jobs in this bank involve some degree of public contact, and the job designation was Receptionist-Typist. These girls greet customers, try to smooth the flow of traffic, and perform assigned typing. They must give directions and information to customers and visitors, answer the telephones, keep track of the whereabouts of key bank personnel, type from copy or dictaphone, and assist others as needed. Some filing may be included. The records of 15 individuals who were either employees or rejected applicants were sampled and examined in detail.

The analysis of these personnel folders disclosed that this bank adheres closely to its stated requirements. No typist was hired with qualifications lower than the stated minimum standards; and the education, relevant experience and references of those holding the job exceeded these minimums. Applicants have been hired, however, who scored below the minimum on some of the tests.

A high school education is generally required, although the type of diploma is not important. The bank has tried non-high school graduates in some jobs, and in fact has hired four since the summer of 1966, but has not had much success. One person was in training for four months, instead of the usual 2-1/2 to 3-1/2 weeks, and she still could not do the work.

A number of clerical aptitude tests are used for screening applicants. A few have been initiated since January 1, 1967, and standards have not yet been developed for them. The three most frequently used seem to be the Wonderlic IV, the Hay Number Series Completion Test, and the Hay Number Perception Test. Acceptable scores on these tests are: Wonderlic, 18/50; Number Series, 16/30; Number Perception, 100/200. Scores above these levels would be desirable. Some of the test score standards have been lowered in the past year.

All employees must be citizens or must have filed intent to become citizens, and all employees must be bonded. For typists, a minimum speed of 40-50 words per minute is required. Reference checks are made of previous employment, and ratings can be given on ability, attendance, attitude, effort, personality, and salesmanship (if applicable). Employers are asked if they would rehire the applicant. A transcript of the high school record may be requested from the school, with other information concerning attendance, personality, attitude, and general reputation.

Desirable qualifications above the minimum include business training in high school or beyond; some experience and exposure to banking; a polished appearance; and dignity of bearing. Typing speeds above 50 words per minute is preferred.

For the most part, applicants were rejected for factors other than those of education, experience, test scores, or references. Of nine applicants for typist jobs, one was rejected for failure to complete the application, one for excessive absence from her previous job as a result of illness, one was a reentry to the labor market after 16 years as a homemaker, one was rejected for "tests, appearance, and experience". No reasons were recorded for the rejection of the other five.

Only one typist among those hired since January 1, 1965, has been promoted. Since the bank specified an interest in hiring people with promotion potential, and since this implies qualifications beyond those necessary for performing the entry job, it is probable that some employees holding the entry job are overqualified. The employee who was promoted exhibits a background similar to those holding the job at the time of the survey.

There are no formal training programs to prepare people either for this job or for promotion. On-the-job training is given in each task. Reimbursement is given for some courses taken outside the bank if the person stays with the bank. Transfer to another job may be made after completion of such a course. The bank does not want its employees in dead-end jobs and feels it has had better than average success in upgrading people. Although they hire for promotion, a high turnover rate makes it difficult to keep people long for promotion.

The labor market for typists is considered very tight, partly because Richmond is generally tight and partly because the salaries are somewhat lower, at least at beginning levels, than those in other concerns such as manufacturing plants. Locational preferences also play a part, since some branches are located in undesirable work locations. The average time to fill a job is two to three weeks (from notice of leaving until hiring of new person). Because of the tight market, the bank has tried a variety of recruitment procedures. Newspaper ads and employment agencies are used; talks are given at high schools, with the personnel people acting more as representatives of banking than of their own bank; stuffers are used in checks mailed to customers; local groups such as Youth Opportunity and Urban League are used. Although the bank avoids contractual agreements with programs, such as the Job Corps, they have taken people trained under this program. Little success has been found in using the State Employment Service.

The bank has reacted to the generally stringent labor market and to the lower salaries they pay by reducing minimum qualifications on test scores and by experimentally hiring applicants with less than a high school education (although they still officially retain high school as a minimum requirement). They have also recently adjusted salaries upward, with another such adjustment scheduled for the near future, but they still acknowledge that their salaries are likely to remain lower than those in competing firms for some time to come. The bank's experimental hiring of applicants with less than a high school education was not felt a success. Their stated reduction of the minimum qualifications on test scores could not be verified from the samples.

File Clerk

The file clerk job-description varies from department to department, though the types of duties remain the same. The job-description provided us as an example was for a file clerk in the Loan Administration Department, where the clerks maintain consumer credit files. This involves sorting and filing credit files and correspondence, removing folders and making "out-tickets" for removed folders, setting up and maintaining files on each consumer credit account, filing paid loan cards and paid check-credit checks, and performing related clerical activity. Some typing may be a part of the job, but a typing test is not given. Otherwise, potential file clerks face the same minimum standards as typists and proof machine operators.

There were 20 file clerks employed at the time of the survey. Eight of these met our requirements as to when they were hired, and their personnel folders were examined in detail. There was distinct evidence of the above-mentioned relaxation of minimum hiring standards in this group. One employee had not graduated from high school; her employee performance rating however, was "above average" on a scale of "above average", "average", and "below average". This same employee also was one of three who failed to make the minimum score on the Number Series Test. One such case is no basis for generalization about the lowered job requirements. Evaluations were not available for the other two girls who failed to pass this test, but one was available for a girl who failed to meet the minimum for the Wonderlic Test: this girl also received a performance rating of "above average".

There were no radical educational differences between applicants rejected and hired as file clerks. Only one of the rejectees had not graduated from high school. As far as the other factors are concerned, five of the nine rejected applicants whose records we surveyed were not tested and none had progressed as far as a check of previous employment at the time of rejection. Reasons for their rejection appeared to be lack of experience, lack of clerical background, poor test grade (in one case only), or short term employment in the past.

Clerical Machine Operator

The clerical machine operators studied at this bank were proof machine operators, working in the Proof and Transit Department. These persons sort, prove, and list checks and deposits. This involves processing on the proof machine correspondent cash letters and checks "on us" from the clearinghouse or from deposits; settling debits to credits; sorting items to various machine compartments; closing-out the machine; recapping compartment totals; and encoding checks during processing on the machine. Both a proof machine and an adding machine must be used. Assignments to this department involve some overtime and shift work.

At the time of the survey about 15 proof machine operators were employed here, of whom at least eight had been hired since the beginning of 1965. Application forms were sampled also for three applicants who had been interviewed but not hired. No one hired during this interval had been promoted. In general, the minimum hiring standards for this job were the same as for file clerks and typists in this same bank, the major difference being file clerks and proof machine operators do not take a typing test. They may be given IBM Tests A, B, and C, however, in addition to the Wonderlic IV, the Hay Number Series Completion Test, and the Hay Number Perception Test. The minimum scores on these last three tests are the same for all three jobs (18, 16, and 100 respectively). The IBM tests had been given proof machine operators for less than a year at the time of this survey and minimal standards had not been set.

One proof machine operator was hired with less than the stated minimum educational requirement of a high school diploma. This girl's performance at the end of her probationary period was evaluated as good, although she was ill during the period and her supervisor had recommended an extension of probation. With reference to the bank's experimental lowering of educational and test score minima, one of these employees failed to meet minimum standards for the Wonderlic Test, but was still rated as very good by her supervisor. Three who did not meet the stated minimum score for the Number Series Test received above average ratings from the supervisor.

Most non-high school graduates hired for this job were accepted as general trainees and received four to six weeks of on-the-job training. Workers slated for promotion do not receive any formal training within the bank. Opportunities do exist for promotion from the proof machines, but turnover has been high and few employees remain long enough to be promoted.

Three rejected applicants also were sampled. An analysis of their folders revealed that all three were high school graduates, two had no previous experience (like half the sample who were hired). Only one of the three was tested and she scored well on the Wonderlic but failed to pass the Number Series Test. One of these three girls was characterized as "slow" by the interviewer; one had an admitted record of absenteeism on a previous job; and, although no comments were made on her application form by the interviewer, the third was an older housewife with no work experience.

Although we cannot judge whether or not this bank has rejected adequately qualified workers, it seems likely that it does hire overqualified people for this entry-level job. This follows from the fact that only two people hired since January, 1965, had been promoted, despite the bank's stated interest in people with promotion potential. If promotion potential implies qualifications beyond those necessary to perform in the entry job, and if only two promotions have occurred in a 2-1/2 year period, it is likely that some of the employees still in these jobs are overqualified. We do not know what level of qualification would just suffice in these jobs, but if qualification for promotion exceed qualification for the job, it is obvious that the bank may have rejected adequately qualified workers in favor of overqualified workers. Since few of the current employees have significantly lower qualifications and since no records were found on unsatisfactory employees who were dismissed, a firm conclusion on this point cannot be reached.

RICHMOND, VIRGINIA

Company 4

This multi-plant, international corporation has executive headquarters as well as manufacturing facilities in Richmond. We have surveyed central office white-collar workers as well as industrial workers in a local plant.

This company has a general personnel manual for use at all locations, but the actual implementation of specific personnel standards is a local function. A headquarters personnel office, responsible for all salaried employees in the Richmond area, handles two of the surveyed categories. Standards for the third category are influenced by a collective bargaining agreement. Within this framework, personnel policies are administered by the company's Labor Relations Department. The immediate supervisor has the final hiring authority, with apparently little conflict between their preferences and the screening functions performed by the labor relations group.

The occupations surveyed at these establishments were porters and maids, food assemblers (dining service), and industrial machine operators.

Porter and Maid

About 50 porters and maids are working at the present time, generally in the evening. Newly hired individuals start with evening work. Maids clean offices, generally when not in use. They scrub, wash, and polish the floors, clean the walls, dust the furniture, and maintain cleanliness in the washrooms. Porters perform such building maintenance duties as operating passenger elevators, firing low-pressure boilers, oiling and greasing furnace room motors, noting pressure gauge readings, cleaning boilers, moving equipment and furniture, acting as night watchman, and doing cleaning and maintenance jobs not suitable for maids. Job specifications are rated and described on a company form used to evaluate job requirements. Most of the specifications indicated for porters and maids are minimal, with specifications for maids somewhat lower than those for porters. For example, ability to read and write is listed as desirable (although not absolutely necessary) for a maid; whereas a porter "should have equivalent of eighth grade education or ability to read and write". Only a few days are necessary for maids to become familiar with the job; but three to twelve months' experience is required of a porter.

Education and experience seemed to be more important as preferences than as minimum requirements. At the minimum level, police and credit records are checked because all employees must be bonded and because of the non-regular hours of work. The feeling is that if a person has a basic disregard for the law, this would probably show up in his work also. A very thorough medical examination must also be passed. Minimum and maximum allowable weight limits are set, with preferred limits stated. Individuals with diabetes, serious heart problems, and alcoholism are not accepted.

A high school education is desirable, not because it is necessary for the entry-level work, but for promotion potential. The company hires non-high school graduates (and feels that they make good porters or maids), but is not likely to promote them unless they finish high school, which they are encouraged to do. The company prefers to hire people who have done evening work and who have had commercial cleaning experience. Responsible "family" persons are preferred over young, single people.

Recruitment procedures include seeking friends of present employees and using employment agencies. The state employment service does not generally supply as many applicants as do the private agencies. Newspaper ads are rarely used. The labor situation is said to be tight, since it can take up to six weeks to fill a vacant position. About seven to ten positions have been filled in the last two years.

A six-month performance rating for each new employee is made by the supervisor. The employee is rated in terms of progress in his work, quantity, quality, attitude, relations with others, honesty, responsibility, ability to accept criticism and job knowledge. The supervisor then recommends that the employee be kept, transferred, or released. Progress reports also are submitted annually near the employment anniversary date. These evaluations are discussed by the employee and his supervisor, but (except for the original six-month evaluation) are not directly connected to a salary review. Salary reviews are made twice a year.

There are no training programs either for porters or maids or for promotion to other jobs; instead reliance is placed on on-the-job training. Promotions are possible if openings exist, and promotions from within are favored. A promotion may signify a lateral transfer to more desirable work rather than a salary increase. Possible promotions from porter/maid include mailroom work, chauffeur, reproduction machine work, and supervisory positions. A clerical alertness test is given if the new job will involve clerical duties, but lower scores than the established norm (180) may be accepted if personnel officers feel they know the person's potentialities and if the prior job provided no clerical experience. The company has a participation plan for night school or correspondence school. Reimbursement is given if the course has been approved and is satisfactorily completed.

Turnover is low because of the company's fringe benefits and relatively high salary scale. While men may leave for other jobs, especially factory jobs, women rarely leave except for marriage, pregnancy, moving, or husband being transferred.

Eight porters' records were sampled, along with those of one employee promoted from the job and six who applied and were rejected.

All 15 sampled employees met the stated minimum requirements for the occupation; and all exceeded educational requirements.

The one employee promoted from this job was not significantly different from those still holding it. This employee had an outstanding performance record--but so did four of the eight who were still porters. He had been employed one month longer than had the next oldest (in terms of service) porter whose records were sampled.

Applicants were rejected because of a police record; being fired from a previous job as "high strung, hot-headed, and argumentative"; incomplete application and incorrect reasons for leaving jobs; and because the applicant intended this to be a second job.

Industrial Machine Operator (Extrusion Helper)

These workers are classified as "general helpers" for their 30-day probationary period and then become "extrusion Helpers". An extrusion helper assists on extrusion press, stretcher, saw, and auxiliary equipment by performing duties such as guiding hot metal along the runout table, helping handle extrusions into and out of stretcher tailstock, and helping to finish-saw metal. Workers are exposed to heat and fumes, to hot extrusions, and to the danger of burned or mashed hands or feet. There are 45 extrusion helpers at the present time, down some from an earlier high of 52. The variations are thought to be seasonal. The plant operates seven days a week on three shifts, which are rotated every week.

This plant would like to hire for promotion, and needs people with potential supervisory ability. Although high school graduates with some experience would be desirable, there are no minimum requirements for education and experience--that is, a non-high school graduate with no experience in industry would still be considered. Experience, however, will outweigh education as a hiring factor. A number of tests are in use for applicants, with the following minimum and desirable scores:

	Minimum	Desirable
SRA Non-Verbal (AH) PTI Verbal (A or B)	59	68
Mechanical Comprehension (AA)	26	32
PTI Numerical (A or B)	13	16

When verbal and numerical tests are given the scores are combined so that a person scoring high on one and low on the other may still pass the combined norm. The testing requirements are easier than they used to be.

Other requirements are passing a physical examination again with high medical standards and rigid weight limits. To work in the plant a person must weigh at least 150 pounds and be at least 65 inches tall. References are checked by letter or by phone. Draft exemption is desired, but is not required.

This plant has never run an employment ad. The most common method of getting new workers is through referrals by present employees. Discharged servicemen are often recruited from nearby Fort Lee. It is not difficult to find one or two people; this can be done in a day or so. But it is very difficult whenever a large order comes in and they need, say, 25 people at once. They have tried to recruit about 21 people in the last year. Salaries are set by union contract, and all employees in the same category are paid alike.

New employees are considered probationary for 30 days and are open to dismissal. At the end of that period, the employee goes on permanent status, is covered by the union contract agreement, and is rarely dismissed. Since promotions and salary increases are based purely on contracts and on seniority, personnel evaluations are not made. However, for this survey the Personnel Department asked supervisors to evaluate selected workers as above average, average, or below average.

On-the-job training is provided but there are no formalized training courses. Promotions, based on seniority, are made to other jobs--e.g., dolly or crane operator, or stretcher sawyer operator--as vacancies occur. On-the-job training is given for the new job, and the person can be returned to his former job if his work is unsatisfactory during the probationary period.

Records were examined for eight extrusion helpers hired since January, 1965, for eight applicants who were rejected, and for four who were hired and released during probation. No one had been promoted from this job who had been hired since early 1965.

Applicants were found who had been hired despite sub-minimal test scores. This seems to have occurred because the testing program was undergoing revision. In all other factors (physical examination, police and credit checks) all applicants who were employed met minimum standards.

Employees who were hired and released performed unsatisfactorily during the probationary period, or proved "not suited for this type of operation", or had unexcused absences from work. Applicants who were interviewed but not hired were rejected for low test scores, "late to interview--had been drinking", and gave no explanation of 1Y or 4F draft classification.

Food Assembler

There are about 38 dining service workers, and they do a wide variety of things, such as: assemble cold foods, beverages, and related items; prepare salads and desserts; set and clear tables; serve food and beverages, operate coffee cart; run the cash register, work in dish room, or operate dishwashing machine; clean pots, tableware and all equipment; clean work areas; and perform other housekeeping tasks. These employees must be free to work irregular schedules.

Minimum requirements of police and credit checks and the medical examination apply for dining service workers. In addition, the standards that were desirable for porters and maids are required here, such as high school education and relevant work experience. Appearance (neatness and cleanliness) is very important. They prefer people below the age of 40, but had just hired someone 51. Tests given are the Wonderlic and a five-minute arithmetic test. A Wonderlic score of 18-20 is desirable, but they accept scores as low as 8. A score of 6/10 is acceptable on the arithmetic test. These requirements were set by the head of the dining service, and are high because of the variety of functions included in the job. She seeks people who are flexible, physically and mentally alert, capable of acting as waiters or waitresses or as cashiers. Moreover, since this work is in the company headquarters, the workers come in constant contact with executives and their guests. The supervisor is very close to her people, familiar with their personal lives, and interested in such things as the health of their families, their church attendance, and their voting registration.

Recruitment is through employee referrals and private employment agencies. The labor situation is tight, both because the Richmond labor market is generally tight and because of the high standards set by the head of dining service, who would wait rather than accept a less-qualified person. There is little turnover in this job.

Performance ratings are made by the supervisor at the end of six months and annually thereafter. The first evaluation covers progress and quality of work, character, attitude, relations with others, etc. At this point the supervisor recommends that the employee be retained, transferred, or discharged.

The company has no formal training programs for dining service workers or as preparations for promotions. All training is on the job. Promotions are possible--especially to clerical positions--if openings exist, and promotions from within are favored. Food service workers are eligible to participate in the company-sponsored educational plan.

A sampling of personnel records was made which turned up dining service workers and two applicants who were not hired. Examination of these records indicated that the firm hires in close accordance with their stated requirements, although not all the sampled employees had relevant experience.

Of the two rejected applicants, one had been convicted for mail theft on a previous job and the other had a low arithmetic score, "seemed slow and showed no enthusiasm" on the interview.

RICHMOND, VIRGINIA

Company 5

This is the central office of a major insurance company, where approximately one-fourth of its 3000 workers are employed. Primary office functions include claims handling and company administration. Companywide personnel standards and practices are set here. Local field agencies set many of their own practices, but they confirm fairly close to general company policy. Three job categories, typists, file clerks, and key-punch operators were surveyed at this establishment. Although supervisors are given final authority to hire, in many instances this authority has been delegated by them to the staff of the Personnel Department.

Typist

There are 28 typists working in this office. A typical job description ("policy typist") includes typing policies, endorsements, riders, amendment forms, initial premium receipts and stubs; typing headings on home office forms, typing index cards for policies issued, and maintaining premium policy file. Final hiring authority lies with the immediate supervisor, but there is seldom any disagreement with the personnel interviewers.

To be eligible for this position, an applicant must have a high school diploma. Each applicant for any job must take a Life Office Management Association (LOMA) test of general knowledge and ability; must score at least 85/236. Typing speed of 35 wpm must be scored on a five-minute typing test. References are checked, except for persons just out of high school, in which case school records are checked. Emphasis is placed on absenteeism. All applicants must pass a physical examination. If the applicant has children, she must have acceptable plans for their care during working hours. Neatness and cleanliness also influence the hiring decision.

Preferences (not requirements) are stated for at least 40 rpm on the typing test and a net 100 or more on the LOMA test. Other desirable characteristics include honesty, dependability, enthusiasm, sincerity, ambition, potential for growth, and cooperativeness.

All the sampled individuals who now hold this position met the minimum requirements, but few achieved preferred test score levels. Only one person scored over 100 on the LOMA test, and only two exceeded 40 wpm on the typing test. The ages of this group ranged from 18 to 24 years, and most applicants had previous work experience.

The sampled employees who have been promoted from the typist position all met the minimum requirements. Test scores were generally higher for this group than for the group still holding the job. In fact, two of the three promoted typists scored 100 or above on the LOMA test. The ages of these individuals ranged from 17 years to 20 years, and there was little previous work experience recorded for the group.

Low test scores seemed to characterize sampled applicants who were not hired. Two could not meet the minimum score on the LOMA test; and over half fell below the preference level. Only two applicants passed the typing test. In the case of one individual, a derogatory reference eliminated one individual from consideration.

Typing positions in this firm are difficult to fill, averaging between and and two weeks, although it can take nearly a month. Recruiting is done through employment agencies and referrals from present employees.

Although all of the training for an ordinary typist is on the job, this company does participate in a Vocational Office Training Program through which high school students are able to attend school and also work half days. Often these girls are employed permanently after graduation.

The company has a merit rating program in which formal ratings are made at least once a year, at the time of salary review. New employees are rated after the first month in terms of whether or not they appear likely to be successful. If this review is questionable, further action is taken to learn the nature of their problem, and a worker may be given more time to prove herself.

A typist can be promoted to almost any place in the company. Evaluations of performance serve as a guideline for making promotions, but the initiative and ability of an employee is often decisive. Promotions are based on merit and performance record, not on seniority. A typical sequence of promotions for a typist could be to senior typist, to dictaphone operator, to pool supervisor. Although the company does not train typists for promotion, any employee can be reimbursed for educational expenses.

File Clerk

Forty-five file clerks work in this insurance office, performing duties which vary by department. In the Application Files Section, duties include putting cards in order, inserting them in dividers, pulling and returning applications, listing in the Return Register, numbering and punching new applications and assembling the file, attaching notices, and doing miscellaneous "housekeeping" work in the files.

Although the Personnel Department is responsible for screening applicants for this position, the final hiring decision is made by the supervisor, who generally accepts the personnel interviewer's evaluation. A high school diploma is required for this job. Every applicant who is hired must pass a physical examination given at the expense of the company. If an applicant had previous jobs, references are checked; however, for applicants just out of high school the high school attendance and grade records are checked. Appearance is important, and individuals must be neat and clean. If an applicant has children, she must have made acceptable arrangements for their care during working hours. Applicants must score at least 75/236 on the Life Office Management Association (LOMA) test for Grade 1 file clerk, and net 85 for Grade 2. Grade 2 file clerks perform more involved work than Grade 1, but both are entry-level grades. The LOMA tests general knowledge and ability.

The company actually prefers applicants who score 100 or better on the LOMA test. Interviewers are also looking for persons of good character, with congenial and pleasant personality, cooperative attitude, and advancement potential.

The information on a sample of file clerks now holding the job shows that stated minimum requirements were met when they were hired. LOMA scores ranged from 86 to 135, with only three individuals scoring 100 or above. Most of these individuals had not worked previously in related jobs.

Individuals who have been hired as file clerks (since January 1, 1965), and since promoted also met minimum requirements. Their test scores ranged from 76 to 102, and as a group averaged lower than those of the others.

Only one rejected applicant passed the LOMA test, and then only with a mark of 76. The one individual who did meet minimum requirements was rejected because she gave the impression that she was really interested in another field of work.

The file clerk position is difficult to fill, requiring from one to two week's time. Employment agencies and referrals from present employees are the two main forms of recruitment.

One month on the job, each employee is rated by her supervisor (to determine whether or not she is likely to be successful in the job). Evaluations are in terms of appearance, attendance, attitude, dependability, initiative, and punctuality. Good and bad work qualities are listed, and progress is compared with that of others with equal service. A questionable review causes the Personnel Office to inquire further and perhaps to extend the probationary period. Each employee is reviewed at least once a year after the probationary period, usually in connection with the salary review.

This company works with school counselors and with the local Vocational Office Training Program, in which high school students work half days from September to June. Many of these girls later become permanent employees.

Promotions are generally made within sections or departments, and are based on merit and performance, not on seniority. File clerks can move to a higher-grade file clerk, but must pass the typing test in order to be promoted to a typist position.

Key-Punch Operator

This office employs about 18 key-punch operators who operate the key-punch machines and verifiers. Their duties involve setting up the machine, receiving data in various forms (typed or handwritten) for punching into IBM cards, and receiving transfer and lapse schedules for punching. The final authority for hiring lies with the immediate supervisor, but in many instances complete authority is delegated to the Personnel Department.

A high school degree is required of key-punch operators. A Life Office Management Association (LOMA) test of general knowledge and ability is used to screen applicants. Key-punch operators must score at least 90/236 unless the applicant is experienced. Applicants are also required to score at least 40 wpm on a typing test. Employment references are checked unless applicants are just out of high school, in which case high school records are verified. In addition, applicants must be well groomed; and women with children must have made suitable child-care arrangements.

The personnel interviewer feels that test-score requirements are too low, and prefers for applicants to score 100 or better on the LOMA test, and 45 wpm on typing. The company also seeks good character, honesty, cooperativeness, promotion potential, and flexibility - among many which are listed in the company manual.

Only one of three sampled employees who now hold the job met company requirements at the time of hiring. The other two did not pass the LOMA test. None of these individuals met the company preferences for test scores. The scanty information available showed these individuals to range between 17 and 22 years of age and to be experienced.

Individuals who were not hired also failed to meet the test requirements. The highest LOMA score was only 70. Half reported experience.

No persons had been hired since January 1, 1965, who had since been promoted.

The main means of recruiting key-punch operators were through the return of previous employees, staff referrals and walk-ins.

Although the labor market for this occupation was tight, it has been improving and seemed about average at the time of this survey. Six vacancies were filled during 1966 and 1967. The company experienced less difficulty in filling this job than others because it is considered glamorous.

After the first month of employment, each employee is rated by her supervisor to determine whether or not she is likely to succeed in the job. If a questionable rating is received, the Personnel Office will inquire into the nature of the problem and may decide to extend the probationary period. Each employee is rated annually at the time of salary review.

The company does not train key-punch operators because there are sufficient applicants who are already trained.

Promotions are generally made within sections or departments and are based on merit and performance, not length of service. Employee initiative is often important. Full tuition reimbursement is available for persons continuing education, and employees can obtain self-study courses on the insurance business through LOMA.

RICHMOND, VIRGINIA

Company 6

This manufacturing plant is one of several plants of a national concern which employs some 100,000 people in the United States. The Charleston, West Virginia, plant of this firm was also surveyed. The Richmond plant employs about 2,800 people.

Company headquarters sets general personnel policy, and employee benefit plans are identical in all plants. Employment tests are standardized and in some instances have been developed by the headquarters research group. Individual plants are autonomous in employment procedures and in hiring requirements. The Personnel Office determines all hirings since applicants are not generally hired for a specific production job, and supervisors do not see these subordinates until they report to work.

The plant has an independent (for that plant only) union. Personnel problems arising during or after the probationary period are closely followed by both union and management. Joint discussions are often held, with detailed memoranda entered into the worker's personnel folder. A supervisory committee examines all recommendations for discharge.

Two job categories investigated here were surveyed in this plant: key-punch operators and No. 3 finishing machine operators (industrial machine operators).

Industrial Machine Operator

There are approximately 300 industrial machine operators employed in this plant. All hiring is done through the personnel office. Applicants are not generally hired for specific positions, although production workers are separated from clerical categories.

This is considered a hard-to-fill job, largely because of the general tightness of the Richmond labor market. Nevertheless, it takes an average of only one week to fill these vacancies.

There are no stated minimum education requirements for this position, although over 90 percent of all these persons have at least a high school diploma. Interestingly enough, experience is not desirable, since plant operations are peculiar to this employer and must be learned on the job. The Personnel Department questions whether or not the experienced employee is a "job hopper". The company uses a comprehensive test as a screening device. There is a very rigid physical examination. Vision, hearing, heart, and back are checked, and an applicant is rejected for any history of back trouble, color blindness, heart trouble, missing limbs or anything else that might interfere with job performance. Thorough checks are made of references from previous employers, schools, personal references and the police department. Since the workload requires three shifts, there is a minimum age of 18. Among stated preferences are fulfillment of military obligations, relatives who work for the firm, neat appearance, and a family status that does not conflict with job obligations (such as a woman having several small children).

The primary means of recruiting workers is through word-of-mouth contact with relatives and close friends of employees. Other methods used include talks at local high schools, walk-ins, and the Virginia Employment Service. Newspaper ads are almost never used.

Employees are on probation for the first 60 days and are rated at 30 and 60 days. After the end of the probationary period the employee is covered by the security provisions of the union contract. There are annual evaluations, once permanent status is attained, although salary increases and promotions are based on seniority.

The company does not have a training program for this job. New employees are given a three-day orientation program covering such matters as corporate policies and safety. Training, as such, is on-the-job. There is a training department in the plant which provides programmed instruction for home study. There is also a tuition refund program for both vocational training and college level courses.

An examination of material in sampled individual personnel folders indicates that the company has not loosened its standards in recent years, despite the fact that it considers itself to be operating in a very tight labor market. A number of applicants were rejected because of low test scores or poor business or personal reference checks with the comment by the interviewer, "I think we can do better". The company considers itself to be a very desirable employer in the community and requires strict adherence to its minimum standards. Consequently, on examination of sampled persons in the four categories, hired now, promoted, hired/released, and not hired show an extremely close relationship between stated minimum requirements and stated characteristics. Reasons for rejection included low test scores, poor business or personal references, negative attitude, and poor appearance.

Key-Punch Operator

There are eight key-punch operators working at this plant, half of whom are on shift work. This is considered a hard-to-fill job, primarily because, in addition to general labor market tightness, these jobs require shift work. The pay scale seems to be somewhat lower than for semi-skilled production jobs in the plant. Minimum qualifications for this position include high school diploma, finger dexterity or typing skill, passing grade on clerical examination, willingness to work different shifts, must be at least 18 years old, and must pass physical examination (not as rigid as for production workers). Stated preferences above the minimum are for experience or course work in key-punching and typing skills.

Minimum qualifications for this job have not changed over the past year. As in the case of industrial machine operators, word-of-mouth is the primary means of recruitment. In addition, there is some contact with a local data processing school and with the Virginia Employment Service. Most vacancies are filled within less than two weeks.

Clerical Machine Operator

There is a 90-day probationary period, after which time the supervisor indicates whether the employee should be retained as satisfactory. Job performance of salaried employees is evaluated annually.

There are no training programs to qualify applicants for this position. Promotions are not as rigidly tied to seniority as in the case of industrial machine operators. Promotional opportunities lead from this position to other areas of data processing or to higher-level clerical jobs. We were unable to determine whether or not there has been any shift in the company's attitude toward minimum standards for this job, despite the fact that there is growing general tightness in the area labor market.

INDIANAPOLIS, INDIANA

The estimated population of the Indianapolis metropolitan area (Hamilton, Hancock, Hendricks, Johnson, Marion, Morgan, and Shelby counties) was 984,000 as of July 1, 1965. For many years both the population and the labor force of this area have grown rapidly. The civilian labor force increased nearly 61 percent between 1940 and 1963, compared to 37 percent for the State of Indiana as a whole. At the same time, employment growth in the area has grown even faster than either the population or the labor force. This has lowered the unemployment rate to less than 4 percent in 1963 and to only 2.5 percent in 1965, 2.5 percent in 1966, and to 2.3 percent for the first 11 months of 1967. The 1967 labor force for the area was estimated to be 456,000.

Indianapolis is a large manufacturing, marketing, and service center as well as the state capital. In recent years an increasing proportion of the area's labor force has been employed in the service industries and in government (including the public schools). The firms choosen for this study were: two hospitals, a bank, a retail store, and two large manufacturers with quite different products. Leading manufacturing industries in the area produce truck engines, automobile bodies, road construction machinery, automotive control components, aircraft engines and parts, pharmaceutical products, and a variety of machinery, electrical equipment, textiles, and chemicals.

At one time or another during the hiring period covered by this study (1965-1967) almost all the surveyed occupations have been in seriously short supply. Among the reasons given for these shortages are a lack of qualified workers, the low wages being paid in some occupations, and unfavorable working conditions in the plants reporting unfilled openings.

INDIANAPOLIS, INDIANA

Company 1

This is a non-profit, full-service, general hospital having departments of Medicine, Surgery, Obstetrics, Pediatrics, Psychiatry, and Emergency. Salaried personnel number about 2,200.

Three entry-level occupations were surveyed: diet aids, nurse aids, and assistant technicians (medical laboratory technicians without degree). Hiring procedures differ somewhat among these occupations. Diet aids are screened by the Personnel Department and hired by the operating department head after conferring with the supervisor under whom the applicant would work. Nurses aids are interviewed and hired by the Personnel Department interviewer or by the Assistant Personnel Director. Assistant technicians are interviewed and hired by the Director of the Hospital Laboratory who is a medical doctor.

Food Assembler (Dietary Aids)

A low area unemployment rate (around 2.0 percent for the last three years) has forced this hospital to hire applicants who otherwise would not be considered. For example, applicants are hired who have been laid off or are on strike from higher paying jobs in industry. It has been difficult to recruit dietary aids, of whom 78 are employed. The opinion at the hospital was that while this might be due to the level of wages paid such help, it might also be due to the fact that men's wages were rising rapidly in the area so that fewer women have needed to work. This hopsital conducts a two to four week training program for diet aids. This is not an orientation program, but is a training course designed to teach the specific job skills needed in this occupation. Recruits for the course are obtained through newspaper ads. Between training sessions, walk-ins are hired. This job also can be performed by part-time workers recruited through the schools.

Applicants must be able to read and write, as indicated by their ability to fill out the application form. There is no other educational requirement. This seems to be a result of the tight labor market, since a high school diploma used to be required. A screening test is given dietary aids to determine their specific assignment within the diet department. Since different levels of ability are necessary for these assignments, an attempt is made to fit the person to the job.

Experience is preferred but not required. If the applicant has had other jobs, good recommendations and a good work record are necessary. The hospital feels it must be able to obtain at least one good clean reference (either a work or school reference) on each employee. If the reference is vague or is from the construction industry the applicant will not be hired--construction workers will not stay, because wages are so much higher on construction jobs. Although women are preferred for these jobs men often are hired and in the construction off season such workers apply for hospital work.

Full-time workers generally should be 18-50 years old, but applicants over 50 may be hired for jobs which do not require agility. Interest, motivation, and stability are sought, regardless of age, but experience indicates that older workers tend to stay on the job longer.

A physical examination is required, including blood test for venereal disease, chext X-ray, and fecal examination for parasites. If any of these tests are positive the applicant will be treated; and if the problem clears up and they meet other qualifications, they will be hired.

Applicants must present a wholesome, clean, and well-groomed appearance. Excessive overweight is ground for rejection because of the danger of accidents in work areas where things may be spilled on the floor. A lack of cleanliness is a reason for discharge.

Applicants must be able to work any shift and the hospital must be able to contact them. Women with small children must have a reliable babysitter and transportation.

No police check is generally made, nor is a credit check required. Hiring is for ability, not morals. Applicants with criminal records, including parolees, are considered individually on their merits. Whether or not they are hired depends on the length of the sentence or the nature of the crime: The safety of the patients is the primary consideration.

General performance evaluations for merit increases are made jointly by the department head and the supervisor six months after employment and annually thereafter. The same evaluation is made in all departments. Attendance is a very important factor. Limited opportunities exist for promotion. At present there are no training programs which prepare workers for promotion.

The personnel records of five dietary aids, eight employees who were promoted from these jobs, and seven applicants for these positions who were not hired were studied. These records indicate that employees met the stated requirements for these jobs. Careful comparison of the records of the promoted employees with those still employed as dietary aids failed to reveal the differences which had led to the promotions.

Applicants interviewed but rejected were not hired because of: poor references, not steady, and could not establish a prior employment record.

Nurse Aid

There are 250 nurse aids in this hospital, and much of the discussed hiring standards for diet aids is applicable to them. This position is the least difficult to fill, although the quality of present workers may be lower now than in the past. The supply at the time of this survey was sufficient for the hospital not to be actively recruiting. Much of the past recruiting for these jobs was done through the Indiana Technical College.

Nurse aids are not trained before hiring, but are given a four week mixture of course work and on-the-job training. Any who fail this course are released.

At least one year of high school is required for entry into training, but the requirement is waived for applicants with several years of hospital experience and previous nurse aid training. Six months of training classifies an applicant as an experienced nurse aid.

Applicants for any job in the hospital must pass a physical examination and all must meet the same physical standards on this examination. Women applicants cannot be pregnant at the time of hiring.

There are no age or marital status preferences for these jobs. Basically the supervisor looks for energetic, helpful, and stable people. Stability is judged by the applicant's prior work record and her attitude during the job interview. The supervisor looks for people who will stay on the job for at least one year. Even an experienced applicant who is not willing to stay this long will not be hired. Relatives of current employees are hired and the hospital feels this to be a good practice.

Minimum qualifications for nurse aids have not been altered in the recent past. The hospital would like to raise its minimum educational requirement, but cannot because the School of Practical Nursing requires only two years of high school.

Among the sampled employees we found two who had been hired with less than the required ninth grade education. Both were graduates of the Indiana Technical College nurse aid training course, but so were many of the others. One of the two has since been promoted with a job performance rating of "a little above average". In all other respects employees seemed to meet stated minimum standards for the job.

Performance evaluation procedures are the same throughout the hospital: Promotions are recommended by the supervisor, and the Department Head usually concurs as long as the applicant has the required skills and meets all other requirements for the advance. Applicants for such entry jobs as nurse aids who are considered overqualified by the interviewer have this fact noted on their records with instructions that they be watched for possible promotion. Promotions may be to secretary, ward clerk or senior aid; and there are training classes for some of these jobs--e.g., a six week course for ward secretary. A nurse aid who meets all entrance requirements for the school of practical nursing may be granted a scholarship and a leave of absence for this purpose. An employee can take the initiative in requesting promotion. There was nothing in the records of the women who had been promoted to indicate any significant difference between them and women still holding nurse aid jobs.

Applicants interviewed for nurse aid jobs and not hired were rejected because of bad high school recommendations, insufficient education with no offsetting experience or training as a nurse aid, a previous work record of friction with other employees, and "unable to verify previous employment record".

Laboratory Technician (Assistant Technician)

This hospital reported that they had no difficulty recruiting assistant technicians for the laboratory. Because this is a popular job which is well paid, there are usually more applicants than openings. There are 20 assistant technicians currently employed. Recruiting has been conducted through newspaper ads and the State Employment Service, but most of these workers are referred by private employment agencies which specialize in supplying hospital workers.

These applicants generally must be high school graduates--although this requirement can be relaxed in cases of unusual experience, skill, personality, or motivation. Indianapolis high schools furnish employers with personality and character evaluations of applicants. Character and morals are scrutinized more closely in laboratory workers than in dietary aids, for example. Applicants displaying an interest in science are preferred.

Applicants must pass the hospital's physical examination and must be physically capable of doing the work (e.g., blind or deaf persons can not be hired). Applicants for these jobs should have good feet--they stand a great deal--and manual dexterity.

Verbal expression is also important, and anyone unable to express himself in the interview will not be hired. Although personality, as such, is not important, energy and ambition are. "Hoping to go on to college" is an almost magic phrase, and the hospital will pay tuition if the work is to any degree job-related.

Neither age nor sex is a determining factor. Some preference is indicated for younger workers; and female workers are preferred because of the draft. Nevertheless, both men and older workers have been hired for these jobs.

The hospital's demand for assistant technicians is a function of the availability of medical technicians (for whom standards are higher), the assistants usually being used to fill in after the available supply of qualified medical technicians is exhausted. Although requirements for this job have not changed, wages have been raised in an effort to reduce turnover, and a wage differential favors the more experienced workers. The pathologist is not afraid to hire overqualified people, because promotion possibilities are good. Performance is reviewed every six months as a basis for merit increases and promotions. Demonstrated ability to do the work of the higher job is necessary for promotion because no preparatory classes are provided. Promotion can be to the Histology Laboratory without further education because experience plus a qualifying examination is sufficient for certification. With two year's experience, an assistant can be promoted to laboratory technician (without degree).

Although only a limited number of these employees had been hired since January, 1965, the sampled records indicated that they met or exceeded the stated requirements. Employees who had been promoted seem to have been those with above-average education and/or experience.

Applicants who were interviewed but not hired seem to have been rejected as unreliable. Some left previous jobs without notice; the interviewer felt that others were not "right for this job"; the previous employer appeared unwilling to rehire some; and others were continually late on previous jobs, or walked off previous jobs.

INDIANAPOLIS, INDIANA

Company 2

This is a large bank offering a full line of banking services. At the time of the survey the bank had 1,600 employees, very near the peak for the year. The minimum employment for the year was 1,431, with the difference apparently due to growth rather than to seasonality.

The occupations surveyed at this establishment were key-punch operator, computer operator, and clerk typist. All applicants are interviewed by the Personnel Department and most hiring decisions are made there. Key-punch operators, however, are screened by the Personnel Department and hired by the supervisor of the operating department.

Key-Punch Operator

The job of a key-punch operator is described by the bank's Personnel Department as involving the operation of a numerical and alphabetical key-punch machine for standard, well defined key-punch activities. Recruits for these jobs are obtained through newspaper advertising, through agencies (especially when experienced personnel are needed) and through contact with the high schools that train students for this work. On the average, at least two weeks is needed to fill this job. Although the Indianapolis labor market for key-punch operators is considered tight, the bank views it as about "medium"--that is, these employees are easier to obtain than computer operators, but not as easy as tellers. Recent recruiting experience has led the bank to prefer applicants with previous experience. There have been no other recent changes in hiring standards. Twelve such jobs now exist.

A high school diploma is required of younger applicants; but for an older worker, a great deal of experience can be substituted. Up to a point, age is no factor. However, retirement is mandatory at age 65, and the bank's pension plan requires 15 years of service before an employee is eligible for a pension. Education beyond high school is preferred because it enhances promotability. Still, the supervisor may hesitate to hire a college graduate as a key-punch operator, because promotion from this job will seldom go beyond lead operator or floor supervisor.

Although there is no company policy concerning the applicant's marital status, the supervisor looks for people "with a happy home life", and "stability", whether married or single. If the applicant is a mother of small children, proper arrangements must be made for their care.

While women are preferred for these jobs, men who are good key-punchers would be hired. It is preferred that draft-liable men be available for at least six months, although men have been hired by the bank within two or three months of being drafted.

The bank considers every aspect of the applicant's personality, including speaking voice and appearance. The applicant must be neat, clean and properly dressed for the interview. "Proper" dress is defined as avoidance of extremes such as slacks or a mini-skirt. The statement was made that they were more likely to hire a woman wearing a housedress than one dressed for a dance.

All applications must be filled out correctly, although falsification is not an automatic cause for rejection except where it involves a criminal record, excessive debts, or possibly morals. Each applicant is expected to have some idea of the direction in which he wants his career to go and of the type of work he would like to do. If the applicant has expressed a desire for a specific job, the bank will not place him in just any job. It has been established through exit interviews that such placement leads to dissatisfaction. The bank is concerned with getting and keeping employees. A bonding check, but no police check is made.

A key-punch test is given to these applicants and a minimum grade of "B" has been established, but is not rigidly applied. One woman who turned down the job would have been hired because of a strong school placement recommendation, even though her grade was below the B-level. Manual dexterity is important in this job but is not tested. Other tests given and the preferred scores are the Wonderlic (24), NI Math Test (30), Number Perception (105), and the CA-1 Credit Check Test (30). These are not established minima.

The bank has established a pre-hiring training program for potential employees. These trainees are recruited from high schools that have key-punch instruction. Training is offered on Saturdays during the Spring before graduation. This program is unusual, and its counterparts are not generally available to other types of applicants. The bank does not pay for pre-employment IBM training.

Personnel records were sampled for seven employees who were key-punch operators, three who had been hired and promoted, two who were hired and released during probation, and for five applicants who were rejected. An examination of these records indicated that this bank's hiring process is rarely, if ever, a procedure in which an individual applicant's well defined characteristics are matched against a check-list of objective or subjective factors with precisely defined cut-off points. More typically, it is one of subtly weighing the totality of the individual against a broad and sometimes arbitrary impression of what is needed to perform the work.

This bank appears to have been able to hire people who met their concept of what was needed for key-punch operators. Six of the seven employees holding this job at the time of the survey received performance ratings of "good" to "very good" from their supervisor. One was rated as poor except for her relations with her co-workers and supervisor. Performance ratings are made after the first three, six, and twelve months, and annually thereafter. No quantitative measures of performance are used. The supervisor goes over each point in the evaluation with the employee. The employees hired and released were noted for failing to report for work or for absenteeism.

Employees who were hired as key-punch operators and subsequently promoted did not, on the basis of their personnel files, differ significantly from those still holding these jobs. Promotions from beginning key-punch operator are generally to key-punch operator II and III, then to lead operator and to supervisor. People who make good operators often do not make good supervisors. The evaluation for promotion is not formal, and the supervisor's recommendation is a verbal one. There is some formal training for promotion to lead operator, but not for the other positions.

Applicants were rejected after the interview for the following reasons: low test scores, no experience, refused to take a key-punch training course, and poor references. This latter case also involved absenteeism from school and from her previous job.

Clerk Typist

The only distinction between this firm's hiring standards for clerk typists and for stenographers is that stenographers must be able to take shorthand. The labor market for these occupations is generally tight, but it eases temporarily in February and June because of the influx of new high school graduates. These hiring standards have not been changed, however, in order to overcome recruiting difficulties. Applicants are sought through advertising in high school newspapers and in the local press, and through agencies.

Although high school graduates are preferred, a diploma is not required for this work. A lower educational attainment is accepted if accompanied by experience. Even the lack of experience can be offset by a high level of job skill. No shorthand test is given, but all applicants take a typing test and must score at least 50 net. Other tests are used, such as the Wonderlic (passing score 24), NI Math Test (30), the CA-1 Credit Check Test (30), and the Number Perception Test (105). The emphasis placed on these tests will vary among supervisors, but all consider the typing test relevant.

Men are hired, as well as women. Physically, the job requires good eyesight and normal hearing.

To one supervisor appearance is not a problem if the applicant is qualified to do the job; to another the applicant should be "neat, clean, and well groomed" because these employees must meet the public; a third supervisor describes his requirements relative to appearance as "neat and personable". The company prefers not to hire "grossly overweight" applicants. Other factors mentioned by the supervisor as important were "an ability to live with detail", and "these jobs need a high 'sitability' and a high compliance factor".

No formal training programs are offered by this company to prepare applicants for entry or to prepare employees for promotion. Supervisors evaluate the work of employees at intervals of three, six and twelve months, and annually thereafter. Promotion is on the supervisor's recommendation and is largely within this same line of work; but typists can be promoted to discount clerk, investor credit clerk, installment loan interviewer, collector, etc. "Promotable" employees are preferred, but the bank tries to avoid hiring "overqualified" individuals, because such people do not stay long.

The diversity of opinion among supervisors concerning the relative importance of various factors such as appearance and tests in the hiring process may have been responsible for the slight deviations from standards that appeared in our sample. One employee did not pass the typing test and another had a low score on the Wonderlic. Generally, however, the records appeared to conform to stated minimum standards. The small number of these people with experience seems to confirm the company's statement as to the difficulty of recruiting experienced workers.

When the records of promoted workers are compared with those of workers currently holding these jobs, personality as well as ability seems significant to the promotion procedure. Promoted workers are described as "industrious", "eager to please","wants to move ahead", "wants a job with more secretarial work to it", "eager to learn". The employees currently holding these jobs are referred to as "willing to do work assigned", "pays attention and doesn't talk too much", "employee adequate--can do better", and "not highly motivated to learn new things". One employee of about six months duration was characterized, "looks for work" and "very willing to do assigned work".

Workers who were hired and later released were dismissed for such reasons as unsatisfactory work performance in terms of accuracy, speed, and neatness; work below standard, slow in understanding instructions and poor performance; unsatisfactory work and attendance. All these individuals had met the minimal standards.

Applicants were interviewed and rejected for low test scores, particularly on the typing test; poor appearance, dangling earrings and obviously dyed hair, lacks direction; unstable, had "just sorta skipped around", poor attendance record at school; poor tests and appearance, too heavy; "math far below average" and "too much eyeshadow"; and poor eyesight.

Clerical Machine Operator

In this bank, the 13 Computer Operators I prepare and process input to the IBM 1401 and 360 systems. The operator sets up and operates the system for a variety of work and assists in solving non-routine problems.

The general area labor market for this occupation is tight and the bank has found it particularly difficult to find people with experience. Even so, they have not altered hiring requirements. The Personnel Director stated that they were around the middle of the salary range in this area. The average time necessary to obtain such workers said to be three weeks. Recruiting is carried on through newspaper ads, agencies, the local schools, and personal referrals by employees and others. The children of bank officials are not hired.

There was very little difference between the company's hiring standards for entry computer operators and those for entry key-punch operators. The minimum acceptable educational level for computer operators however, is a high school diploma, and some college is preferred. Only on-the-job training is given, so the applicant must be trained when he applies. Experienced applicants are preferred.

Tests are given these applicants but are not strictly applied. Computer operators are expected to score 24 or above on the Wonderlic. The NI Standard Math Test is given and applicants are expected to answer all questions correctly. In addition, a machine aptitude test is given.

Although no physical examination is required, computer operators must have good eyesight and hearing and must be physically able to carry small boxes of punch cards. An applicant for these jobs must also be able to hear. The company's insurance program does not restrict the hiring of handicapped persons but the above disabilities have been found to affect work in the job.

Our examination of sampled personnel records indicated a reasonable match between employee qualifications and company preferences and requirements. Relevant vocational training appeared to be interchangeable with experience. However, one employee who was hired and released had neither experience nor vocational training, and this was also true of two promoted employees. Of these latter, however, one had exceptionally high test scores and the other had some college.

The reasons given for the dismissal of five employees were: too many errors, using foul language on the job, unauthorized machine use, falsification of application, and failure to report for work.

There was virtually no difference between the recorded qualifications of individuals in the four sampled groups of computer operators. With one exception, the folders give no indication why any employee was promoted or released or why an applicant was rejected. The single exception was the applicant who was rejected because he was not a high school graduate. This applicant also made very low scores on the test battery. Other reasons for the rejection of applicants were: lacked experience and low test scores, poor appearance and poor manner of presenting himself as well as low test scores, poor recommendation from former employer, no experience, poor test scores, interviewer was not satisfied with reasons for leaving his present job. Clearly, experience and test scores play a larger part in the hiring process at this firm than our interview with the Personnel Director had indicated.

Employees promoted from positions as computer operators received their promotions because of outstanding job performance although one had such extensive knowledge of the work when first hired that he seemed to be hired for his promotability. Promotions are made on the basis of supervisors' recommendations. The line of promotion is through senior computer operator, lead computer operator, shift leader, systems man, supervisor and night manager. This is a large department and the opportunities for promotion are correspondingly greater than those for key-punch operators.

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Company 3

Several employers in this survey were branches of multi-plant firms which had branches in other surveyed labor market areas. The present firm is one of this group. It is a branch of a large manufacturing company, of which the Cleveland plant was also included.

This Indianapolis branch plant has 4,050 employees at the time it was surveyed. Its usual seasonal range was from more than 3,000 to about 4,000.

The home office Personnel Department establishes the personnel practices at each branch plant and prescribes general policy. The surveyed occupations at this plant were typist, key-punch operator, cleaner, and punch press-light operator. Hourly employees such as cleaners and punch press-light operators are interviewed and hired by the Director of the Hourly Personnel Department. Salaried employees are interviewed and hired by the Salaried Personnel Department with the approval of the supervisor of the group into which the employee will be placed.

Key-Punch Operator

Although this firm reported variable labor market conditions for entry key-punch operators, it has not experienced recent difficulty in finding qualified workers. Applicants have been walking in off the street at a rate of 10-20 per week, so the company has done no active recruiting for some time.

The minimum educational requirement for this job is a high school diploma (or equivalent) plus a three-month course in the operation of key-punch equipment. Applicants are given an aptitude test furnished by IBM but, when trained, they are tested by the company to determine their speed. An experienced operator can punch five cards per minute for fifteen minutes with an error factor of three or four cards in that time period. Applicants are judged against this standard with consideration given to their experience.

A credit check and police record check are made; but a police record honestly reported on the application probably would not bar the applicant. The company needs people who can follow orders, so the application must be filled out completely, neatly, and honestly.

Appearance is a factor in determining who will be hired; but what constitutes proper appearance was not specified.

Handicapped people will be hired if their handicap does not interfere with the job. However, deafness is a barrier because communication is necessary.

Overqualified applicants will not be hired unless the labor supply is very short. Employees are expected to stay on for a long time, so each applicant is questioned about her plans for marriage and/or children. The company checks on babysitting arrangements where small children are involved. The company hires either male or female key-punch operators, but most applicants are female, and draftable men are not generally considered.

In addition to the above requirements, the company prefers experienced people 25-45 years of age. If the applicant is a married woman with children, the company prefers that the children be at least five years old because of the greater possibility of illness in younger children while their mother is away at work.

This firm has not changed its requirements recently, nor does it train applicants for these jobs. It has no trouble filling these jobs with qualified people.

Opportunities for promotion are very limited, although the company will help a worker with education. Seniority is a factor in promotion, but employees who try to acquire more education are given special consideration. Employees are rated subjectively by their supervisors.

Only three entry-level key-punch operators had been hired since January 1, 1965. All met the stated minimum requirements as to education, training, and physical condition. Most of these also met the company's stated preferences for age and experience. The seven applicants who were rejected apparently also met all stated requirements. When the reasons for rejection were examined, it became clear that other standards also apply which were never specified by the Personnel Director. Reasons for rejection included: not too aggressive, neat appearing but not up to our standards for female applicants, below average on appearance, maturity, self-expression, attitude, self-confidence; lacked experience; would work only first shift, and was overqualified. This applicant was currently a supervisor, and the company doubted whether she could step down to this job.

Porter

This job is considered hard to fill. Cleaners are recruited through ads and among walk-ins. The company has little success recruiting through the State Employment Service.

During 1965, the company tightened educational requirements for this job and attempted to hire only high school graduates. They could not maintain this policy. The minimum educational level for applicants at the present time is the tenth grade level. "Standard IQ Tests" are given to applicants but no cutoff has been established below which an applicant will not be hired for this job. Experience is not required.

A police/reference/credit check is made on applicants. If the applicant has reported a police record truthfully on the form, it may not be held against him. Applications must be completely filled out. Military status is not considered. Applicants under 25 years of age are seldom hired. Ideally the company prefers a "family" man, over 25 years of age with a high school diploma, and a stable employment record.

Although the applicant's personality is not a factor, personal appearance is. Applicants must be clean shaven, have a hair cut, and be wearing clean clothes. An applicant with relatives in the plant is not barred.

There are no training programs for these jobs, but there are apprenticeship programs to qualify them for promotion, subject to the usual seniority restrictions. Employees are hired with the idea that they may rise to any job. The plant is unionized, so promotions are subject to seniority rules, merit, ability, attendence and discipline records.

There are no regular performance ratings; any employee not doing his work is called in for counseling.

Four employees holding jobs as cleaners, seven who were hired and promoted, and five applicants who were not hired were sampled. All the employees were high school graduates and met the other stated preferences and requirements. References were not recorded in two cases of men currently employed and in the cases of four promoted from this job. These men may have been hired in periods of mass hiring and not had their references checked. No police check seems to have been made for five of these employees. Again, time limitations during mass hiring may have caused this.

There were no significant differences between employees currently employed as cleaners and those promoted from the jobs except the latter groups' seniority.

Applicants were rejected because they would not have remained long on the job, had falsified references, had an extensive police record, were unstable and unkept, were too light, or were wearing sideburns.

Industrial Machine Operator-Punch Press Light Operator

Applicants for openings as punch press light operators must meet the same hiring standards at this manufacturing firm as do cleaners. Punch Press Operators, however, must be between 5'6" and 6'4" and cannot weigh less than 130 lbs. to be able to operate these machines. Overweight applicants can be too large for the working space, so applicants for these openings cannot be too heavy.

The company has had difficulty recruiting these employees just as they have recruiting cleaners. Newspaper ads and walk-ins are the primary method of recruiting. The company has not lowered standards for these jobs in response to labor market conditions.

The records of eight employees currently holding these jobs, seven who had been punch press light operators in the past and had been promoted, and four applicants who were not hired were examined in detail, as were the records of five employees who had been hired and dismissed during probation.

The mass hirings practiced by this company makes reference, police, and credit checks difficult and slow, but most of the sampled individuals met or exceeded the company's requirements in most factors. All met the required tenth grade education and many (including all who were promoted) had graduated from high school. Three of the eight current employees and one of the four rejected applicants were high school graduates.

The similarity of characteristics between workers holding the job and those promoted primarily reflects the operation of the seniority system in promotion. All but one promoted employee had been working a year or more, whereas all currently employed in the job have worked less than a year.

Workers were released from this job for the following reasons: two were released for falsification of their application (one had failed to report a lengthy arrest record and the other had failed to report a physical disability); two were discharged for absenteeism, and one of these also for repeated failure to wear safety glasses. The first case was discovered when the police check was made. Because of the lapse of time before the check was completed, this was not known until after the applicant had been employed. The second case was discovered when the individual reported to the company doctor with serious headaches. None of the other cases could have been anticipated in the hiring procedure.

Applicants interviewed but not hired were rejected because of: family problems "which could result in future garnishment", absenteeism on prior job; interviewer felt that the applicant was irresponsible because he was only 18 years old and was married with two children; and poor vision.

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Company 4

This is a large retail store. Employment remained relatively stable over the past year, increasing slightly during Christmas, and declining slightly during the summer. The overall employment figure increased somewhat between 1966 and 1967.

Although the store is a member of a loosely connected national group of retail stores, its hiring policies are locally formulated.

Various individuals in the Personnel Department are responsible for hiring specific groups of employees--i.e., office, sales, food services. In the case of entry-level jobs, the hiring decision is made by the Personnel Department staff.

File Clerk

The occupation in this store which corresponds to file clerk is termed "stock records, clerical". These people hereafter will be called file clerks. They have the duty of sorting and recording all stubs from sales of merchandise. There are between 25 and 30 persons in the job.

The company imposes minimum requirements on applicants for this job. A police and credit check must be made. A police record is no barrier to employment, depending on the nature and frequency of the offense. Every employee must pass a physical examination. The personnel interviewer will not hire girls who are under 17 years old. Good eyesight is essential for this job, because posting the stubs in the ledger is close work. High school graduates are preferred because they have more growth potential within the company. Courses taken in high school are considered in hiring: applicants are preferred who have taken bookkeeping or experience on a comptometer. However, a person who is skilled in comptometer work is not good for this position. Neatness and appearance are considered, along with dependability, sincerity, and conscientiousness. A successful woman applicant must have made babysitting arrangements to care for young children at home during working hours, and must have arranged for transportation to and from work. Individuals should demonstrate the ability to work alone without supervision, because some of the file clerks must work this way.

Persons in this job who were hired since January, 1965 and persons who were hired since January, 1965, and since promoted, have similar characteristics. These individuals all met the minimum requirements, and only one in the holds now category failed to meet the preference (for a high school graduate). The only way in which the two groups differed is in experience. The holds now group had more individuals with previous related work experience than the promoted group.

Although applicants hired as file clerks and then released during probationary period met all the company's minimum requirements, they did not meet the preferred characteristics. Over half had not taken bookkeeping in high school, and may not have been aware of the types of work that the job involved. Two of these persons had poor attitude--a characteristic that was not clearly defined. Most of them had no previous related work experience.

Persons who were not hired contrasted sharply with the others. Failure to pass the physical exam, not being high school graduates, no bookkeeping course in high school, lack of growth potential, and unavailable for certain hours were listed as reasons for rejection.

The personnel interviewer described this occupation undesirable because of its routine nature. The job is difficult to fill, and the turnover was 50 percent between 1966 and 1967. Recruitment is through the high school business courses, through business colleges, classified advertising, and word of mouth. The pay scale is low.

A stock record clerical can be promoted to a merchandise clerical position assisting the buying staff, or to a sales position. There are also positions as biller, accounting clerk, or statistical clerk that are open to file clerks.

Food Assembler

There are 100 kitchen helpers in this store who maintain kitchen work areas, equipment and utensils. The company requires that they pass a credit check and a physical examination. A police record check is also made, but the hiring decision is based on the nature and extent of the record. Since workers must retire at age 65, individuals older than this cannot be hired. Relatives cannot work in the same department. A high school graduate is preferred, and references are checked after the applicant has been hired. Under state law, every kitchen helper must pass a blood test and have a food handler's permit.

The personnel interviewer responsible for hiring kitchen helpers prefers applicants between the ages of 20 years and 30 years with previous related experience. Applicants must have made acceptable arrangements for children who are home during store hours and for travel to and from work. Neatness is an important factor because of the nature of the work; and the interviewer looks for "promotable" people.

Previously, this company chiefly hired younger people for this job--now more older persons are being hired (keeping in mind the fact that to the personnel interviewer 30 is "older"). Flexibility is important because kitchen helpers are called on to do a number of jobs.

Individuals in the holds now sample met the minimum requirements, with the possible exception of two individuals with poor attitudes. Over half these people met the preference for high school graduates, and most were experienced; but only one person fell within the desirable age range of 20-30 years.

Employees who were hired and promoted since January, 1965, also generally fit both preferences and requirements, although only one had graduated from high school. One promoted individual had had relevant vocational training. Half met the age preferences.

In part, the employees who were released during a probationary period looked similar to the others. Only half of them had previous experience, however, and notations had been made during the interview about their poor appearance and lack of growth potential.

All but two of the rejected applicants within the preferred age range, and those two were younger than 20. Characteristics which led to rejection were: poor attitude, lack of experience, poor appearance, and failure to complete application adequately. Most of these individuals had not finished high school.

Although the personnel interviewer described the labor market situation for this job as loose, other statements indicate that the positions are difficult to fill with the desired kinds of worker. The turnover of kitchen helpers was very high (150 percent) between 1966 and 1967 because of the tight labor market in Indianapolis, the problem of finding and keeping good babysitters, and the allegedly degrading nature of food service work.

Most kitchen helpers are Negroes, and some Negro agencies supply applicants for this postion. However, this particular store is trying to balance Negro and white workers, and is looking for more white applicants.

Applicants are recruited through classified ads; and many hear of openings and come to the store.

It is possible for kitchen helpers to move to other positions in the kitchen, to clerical jobs, stock jobs, or even to sales. This job is not actually a growth position, however, and most workers do not stay long enough to be promoted.

Sales Clerk

This Personnel Department is highly organized with interviewers who specialize in hiring for office, sales, or food service. These interviewers make the final hiring decision, and they have definite ideas about the types of individuals desired.

In November, 1967, there were 225 full-time and 35 part-time sales clerks in the store. This number was probably above average, since much of the holiday hiring had been completed.

The company has certain general hiring requirements. All employees must pass a physical examination. No one over age 65 can be hired. A police and credit check is run on everyone employed, but a police record does not necessarily eliminate an applicant from further consideration. The company prefers people under 55 years who have graduated from high school. References are checked after an individual is hired, but only very derogatory information is considered grounds for dismissal. The check is primarily concerned with honesty and adaptability.

There are some detailed requirements and preferences for sales positions: Individuals must have at least a tenth grade education. Personality, appearance, and attitude are very important. In considering an applicant's personality, the interviewer seeks someone who is cooperative, friendly, and flexible. Many of the sales clerks work in areas, rather than with a single item, and must be willing to move as necessary. Flexibility is extremely important. A friendly and cooperative nature is important to good salesmanship. "Attitude" is a factor in two ways: (1) a pleasant and positive attitude toward the public is necessary, and (2) sales work demands alertness and hard work.

The interviewers prefer middle-aged over old applicants. Applicants with a high school education are also preferred. Previous experience, but not necessarily in sales, is desirable. It is important that arrangements have been made for the care of children at home during store hours; and growth potential is considered.

The sample of employees now holding the position of sales clerk, insofar as information was available on each, met all these requirements. Most of these employees fell within the preferred upper age range; all but one were high school graduates. At least half had records of previous work experience. As a group, these individuals were evaluated as performing above average.

Workers who had been promoted all met the minimum hiring requirements. All were high school graduates, and, as a group, they were younger than the holds now group. Two of these individuals had records of previous related work experience. Another difference showed up in marital status. As a group, the holds now category was married, whereas the promoted individuals were single.

There are no significant contrasts between the individuals who were hired but released during probationary period and the other two groups. These individuals met all requirements, except for one individual with a police record who was dismissed when it was discovered. This group was also younger than the holds now group. Two of the sample did not meet the educational preference, and none had sales experience. One individual was released because of derogatory information from the reference check.

Rejected applicants fell below the requirements and preferences. Examples of deficiences were: not having a tenth-grade education, unlikely to stay on the job for very long, unwilling to work whatever hours necessary, unpleasant personality, generally below minimum age preference, and below educational preference.

At one time this store used a testing program which was discontinued. A new test is being investigated.

Most applicants for these sales clerk positions hear about openings from others or walk-in. Classified ads are used occasionally. About 35 vacancies were filled between 1966 and 1967, not a great turnover. Although these sales positions seem easy to fill, the personnel interviewers felt that it is frequently difficult to find the right persons.

Sales clerks receive three days of training from the Training Department when they begin working. They can be promoted to merchandise assistants and then to sales managers or assistant buyers.

INDIANAPOLIS, INDIANA

Company 5

This is a branch plant of a nationwide manufacturing company. Another branch of this same firm was surveyed in Scranton. The home office of this firm prescribes basic policy only; local hiring standards are established by the branch plant in the light of the local labor market. All hiring is done by the plant Personnel Department. This particular plant had doubled in size recently. In 1966 one group of employees was moved to another location in the city and in 1967 the work force was split again. Separate personnel offices were set up in each case. At the time of our survey, this branch employed 7,700 people. It manufactures light components for certain civilian products.

The entry occupations surveyed here were: Utility Men, Sweepers, and Component Machine Operators.

Porter (Cleaner-Sweeper and Matron)

At times the company has no difficulty recruiting for these 90-plus jobs and at other times a great deal of difficulty. Many workers won't take these jobs in spite of the fact that they lead to many opportunities in the plant. Recruiting is almost solely from referrals and walk-ins; newspaper ads have been used, but not for some time.

An eighth grade education is required because these jobs provide the point of entry to many plant jobs requiring that much education.

Matrons must be women and cleaner-sweepers must be men. Applicants must be over 18 and physically able to do the work, and are given a physical examination. Applicants must be over 5 feet tall and may be rejected if overweight. Older applicants' health is checked more closely, but applicants have been hired up to the age of 55 years.

All male applicants for plant jobs are given a mechanical aptitude test, the Purdue Adaptability Test, a figures test and an arithmetic test. Cleaner-sweepers are not required to make any particular scores. All women applying for plant jobs are given the Purdue Adaptability Test, a pliers test, and the Purdue Peg Board Test. No minimum scores are required for matrons.

Police, credit, and reference checks are made for male but not female applicants. There are several reasons for this: cost and time (about 72 percent of the employees in this plant are women); the nature of the work gives women less opportunity to pilfer than men; men are more likely to have trouble with credit or with the police; and it is more difficult to trace a woman's history because of name changes.

There are no training programs for either entry into or promotion from these jobs. Workers will be trained on-the-job after promotion. Performance is informally rated by the supervisor against standard learning and performance times. There is a 30-day probationary period.

The individual worker may file a request for promotion at anytime, but the seniority system controls promotions. This is an entry job for a variety of openings in the plant, such as storekeeper, stockman, lift operator, etc.

Personnel records were sampled for six persons holding these jobs, seven promoted from them, and one who was hired and later released. All seemed to meet the company's requirements, except for two employees whose credit was questionable and one who had been promoted although he had less than an eighth grade education. The discharged worker had left the factory without permission during working hours.

Industrial Machine Operator - Components Operator

A components operator--of whom there are more than 2,000 in this company--assembles component parts and operates various hand and automatic machines associated with components assembly. There is no current recruiting for these jobs because of a backlog of people who were recently laid off. The labor market is now regarded as loose, but it has been following a trend toward stringency. In the past components operators have been recruited through referrals by employees, newspaper ads and from walk-ins.

Only women are hired for these jobs. There are no particular physical requirements other than normal eyesight for looking at small parts, which is tested as part of the physical examination. Other tests--the Purdue Peg Board Test with a minimum standard of 131 pieces and a pliers test with a minimum of 60 pieces--are used to determine the applicants manual dexterity. The score determines the employees departmental assignment and applicants may be retested six months later, if they fail a test.

An eighth grade education is required, but the tenth grade is generally used as the cut-off point; high school graduates are preferred. The company feels that the best workers are found with educations ranging from eleventh grade to one year of business college. The company prefers not to hire persons with college degrees, but may hire overqualified women, since women have different reasons for working from those of men.

Women are hired for this job because it is monotonous. Wages are quite low. Ordinarily the company will not hire a woman with a child less than six months old; and inquiry is made as to babysitting and transportation arrangements.

Applicants must be neat and clean. Since women who are too tall or too short find these jobs very tiring, applicants should be between 5' and 5'7". Falsification on the application form is cause for dismissal.

As a result of the long term tightening of this labor market, the company no longer demands experience. In the past year, educational requirements have been dropped from tenth grade to as low as eighth grade. Workers are now hired who would have been considered unemployable several years ago.

Training is on-the-job, but the company has an orientation program to facilitate adjustment by women who have never worked in a factory. There is a 30-day probationary period, after which the employee is a member of the bargaining unit with job tenure. The foreman rates each employee (but not in writing) during her probationary period and there are quantitative and qualitative work standards.

Promotions must be requested by the employee, but take place under a union seniority system. Given seniority, a components operator can be promoted to any of about 15 other jobs, including winder, tester, plastics operator, and inspector. There is no training program to prepare employees for promotion.

Records were sampled for eight component operators and seven employees who had been promoted from this job. Without exception all employees met or surpassed minimum requirements. Although the seniority system controlled promotions, promoted employees did not appear significantly different from those still in the job.

Food Assembler - Cafeteria Operator

A cafeteria operator works on the steam table in the company cafeteria and performs clean-up work around the steam table area. She also sets up and waits on tables for any company dinners.

Standards for these workers are generally lax. They must be able to read and write and they must be clean. A food handlers permit is required by law and an applicant must be free of communicable diseases. Only women are hired for these jobs. Experience is not required but is preferred. Applicants must be over 5' tall.

This job seems to carry a stigma and is not always easy to fill in despite the low requirements. Recruiting is from among walk-ins.

No training is necessary for the job and there is no training for promotion (to salad girl or cashier, but not to plant jobs). The employee must request promotion, and the seniority system applies, although not under the plant contract.

During the 30-day probationary period, workers are rated informally by the supervisor on how well they follow instructions and on their speed and thoroughness.

Records were sampled for eight employees holding these jobs at the time of the survey and six who had been promoted. All met the stated requirements for these jobs, and all but one had previous related experience. All sampled employees were high school graduates. There were no obvious differences in the records of workers who had or had not been promoted.

INDIANAPOLIS, INDIANA

Company 6

This establishment is a hospital employing about 2,000 individuals. The level of employment remained at approximately the same mark in 1967 as in 1966.

The Personnel Department is responsible for screening applicants for all the entry-level jobs covered in the survey; but the final selection of employees is made by department supervisors.

Food Assembler

In this hospital diet aids perform duties corresponding closely to the tasks listed in the Dictionary of Occupational Titles preparing and delivering food trays to hospital patients.

To be hired an applicant must be able to read the menu to patients, and write enough to fill in their orders. Applicants are tested by being required to read a sample menu and to complete an interviewing card. The personnel interviewer checks references, and runs a police check. Every hospital employee must pass a physical examination. Overweight applicants are frequently rejected because their physical condition creates both an appearance and a health problem. Diet aids are required to live near the hospital and should be able to work any shift, including Sunday. Applicants with outgoing personalities and neat appearance are preferred because they come in continuing contact with patients. Unpleasant personalities are not tolerated in this job. Women between the ages of 25 and 50 are preferred. When checking references, the personnel interviewers look for individuals with stable work records, since these applicants are more likely to stay on the job for a long time.

Although diet aids are supposed to be available for any shift, the hospital has not been able to maintain this requirement. Therefore, high school girls are hired as part-time diet aids to serve the evening meal. The Personnel Department hopes to have the education requirement raised from literacy to a high school education, because it believes high school graduates to be better able to follow instructions. Although requirements have altered little in the recent past, diet aids currently are considered to be less responsible, intelligent, and educated than they were a few years ago.

No diet aids hired since January 1965 have been promoted, so our survey sample included persons who hold the job now, who were hired but released during probationary period, and one person who was interviewed but not hired. The first two groups seemed to meet all requirements, but individuals who were hired and released had lower educational attainments. Most of the hired and released group were below the age preference, whereas most current employees were in the preferred age range. Neither group had vocational training or previous related work experience.

The one individual who was not hired was not noticably different from the rest of the sample, so we could not determine why this particular individual was not hired.

The Personnel Department described this job as being easy to fill, but it was obvious that the labor market is termed loose solely because the hospital is taking what it can find, not what it really wants. There was a great deal of turnover (over 50 percent) in this job between 1966 and 1967. The personnel interviewers stated that the turnover was high because the hours are bad, but the Dietary Department said that the low wage level is also a cause.

There was another difference between the Personnel Department and Dietary Department regarding the nature of recruitment. Personnel interviewers listed walk-ins, state employment service, and classified ads as their primary sources, while the Dietary Department felt that most applicants were brought in by current employees.

Diet aids receive on-the-job training and are then put with a working supervisor. From time to time, six-hour classes are held to teach them about diets and menus.

There is very little opportunity for promotion from this job. The seven supervisory positions are rarely open. Of significance is the remark made to the survey team, to the effect that the few opportunities for promotion are not relevant, since so few diet aids are capable of being promoted anyway. In this hospital, this is definitely a "dead end" job, not a stepping stone.

Orderly

There are two types of orderlies in this hospital: one handles transportation and sterile supply, and the other handles patients. At the time of the survey, there were 21 orderlies employed by the hospital. Minimal age requirements depend on the type of orderly. Personnel interviewers require 18 years for a transportation and sterile supply orderly, and 21 years for a patient orderly. In addition, all must pass a physical examination and must have previous school or job references. Police records are checked and applicants with records of rape, theft and drug addiction will not be hired. Both the personnel interviewers and the Nursing Department look for high school graduates. According to the Nursing Department, an orderly must be "half-way intelligent". Appearance and cleanliness are considered, because orderlies work with patients. Individuals who appear to be "hippies" are rejected. Attitude is an important factor: orderlies work with sick people--many of them completely dependent--and must have understanding and patience which cannot be taught. The Personnel Department will accept any applicant who can be employed for six to nine months before being drafted.

At one time, the Nursing Department required hospital experience of all orderlies, but the hospital has been unable to find such applicants. Graduation from high school also was a requirement, but this requirement also has been waived. Most orderlies are Negro; the hospital is located in a Negro area of the city.

Available information on a sample of individuals indicates no substantial difference between individuals now in this position and those who were promoted. Both groups met the basic requirements, but individuals who were promoted have more education and are somewhat older than those now holding the job.

Workers who were hired but released during probationary period were different, however. None met the educational preference for a high school diploma, and their ages were below the preferred range. Few in this group had previous related experience. One person could not complete his employment application accurately.

Individuals who were not hired were also different. One had poor references; two had 1-A draft status (which may have eliminated them from consideration). Most of the individuals in this group had no previous related work experience; one applicant did not complete his application.

In the past year the hospital has filled 36 orderly vacancies, over 100 percent turnover. The Personnel Department indicated that labor-market conditions are loose, only four days being needed to fill a vacancy. On the other hand, the Nursing Department stated that the jobs are very difficult to fill with the right people, primarily because of low wages. The caliber of present applicants is not high, and many are unreliable.

Recruitment for these positions is primarily through Community Action groups and the state employment service. The hospital has had little success with applicants coming from community vocational education programs; they usually must be retrained. This hospital runs its own four week program of orientation and training for the job of orderly.

An orderly can move to a higher-level orderly--but there is little other promotion opportunity.

Laboratory Technician

There are three levels of laboratory workers among the 460 employed in this hospital. Requirements differ only in educational attainment and experience. The registered laboratory technicians must have a college degree (chemistry, biology, physics, or math major). A laboratory assistant must have had some college with emphasis in the sciences. The minor laboratory assistant, must have a high school diploma with some laboratory science or experience. Each level requires additional skills and abilities.

Besides the education requirements, an individual must pass a reference check and physical exam to be hired. Applicants with pleasant personalities are thought to work better with their colleagues and to be more flexible than grumpy types. Laboratory related job experience is more desirable than a high educational attainment and no experience. A police check is run on males where there is any indication of irregularity on the application. Applicants are supposed to provide transportation to and from work. The laboratory heads tend to reject applicants with a 1-A draft status because of the time involved in training a new employee before he is productive.

Individuals sampled from persons now holding these jobs or recently hired, met job requirements. About half met the preference of previous laboratory experience. More than half were considered above average workers.

Individuals were not hired for several reasons: negative reference, lack of science courses, police record, poor attitude. These factors were all causes for rejection.

Between 1966 and 1967, 50 laboratory technician positions were filled. The Personnel Department characterized the labor market as being tight because demand is greater than supply; and it takes three to four weeks to fill a vacancy.

Recruitment is mainly by word of mouth, but college recruitment, classified ads, and the state employment service have been used. Training is on the job, even for experienced laboratory technicians who are unfamiliar with the hospital's techniques.

There are good opportunities for promotion as a laboratory technician acquires new skills and knowledge. Individuals can be promoted, within the department, to more responsibility and higher wages, or to a different department with greater responsibilities. Although there are no formal training programs established specifically for increasing an individual's promotability, every new skill learned in the laboratory is a step toward eventual promotion.

JERSEY CITY, NEW JERSEY

The Jersey City labor market area is a highly industrialized urban center encompassing all of Hudson County. Many area residents commute daily to adjacent Essex and Berger Counties (New Jersey), as well as to New York City and Staten Island.

Manufacturing, construction, and transportation account for slightly more than half of all the area's non-farm jobs. These industries have been sensitive to the four post-war recessions in general business activity. Area unemployment rates consistently have exceeded the national average. In 1967, unemployment averaged 4.9 percent about 1 point above the national rate. This area has experienced long-term declines in both population and labor force. The exodus to suburban areas has been affecting this labor market adversely since the 1930's and may have accelerated in the past 15 years. Consequently, the composition of the area population work force reveals a disproportionately large number of older workers and a corresponding gap in the number of young people (under 18 years of age).

Factory jobs currently are divided evenly between hard and soft goods. The largest industries are machinery, apparel, food processing, and chemicals. The largest non-factory industries are trade, transportation, public utilities, services, and government.

Firms surveyed in the Jersey City area include a department store, a bank, and a manufacturing establishment. Two other firms had agreed to participate in this study. However, they had to be dropped from the survey when it became obvious that the field teams could not survey them before the scheduled cut-off date for field work (December 31, 1967).

NEWARK, NEW JERSEY (Jersey City labor market)

Company 1

This Newark branch of a New York department store has its policy handed down from the corporate level. Hiring practices are set by the branch on the basis of local conditions. This store had 583 employees at the time of the survey. This was the low point for the year, down from the year's high of 700.

Occupations surveyed at this store included order checkers (file clerks), porters and cleaners, and stock-sales clerks. The sales clerk job at this store differed from that in the other surveyed stores in that the store has centralized checkout and wrapping facilities. All hiring is done by the Personnel Department interviewers.

File Clerk - Order Checker

Order checkers match orders with invoices, check quantities received, verify cost, receive merchandise, enter it in store records, check it out, and verify sales tickets. Training consists of about a week on the job under close supervision.

The store requires a high school diploma for this work because "if they haven't completed high school it is an indication that they don't like paper work". Applicants are given a Cashiers' Test, a set of 12 arithmetic problems, and must score 10/12.

Although order checkers do not handle money, a police check is made on all applicants. A long police record will disqualify, but the store hires parolees.

Women are preferred over men for this job because the work is tedious and is done under pressure. Applicants with pleasant personalities also are preferred.

The store seeks experienced people for this work but they are hard to find. Although this general type of work is performed elsewhere, the store's method is unique. The store will hire persons whom the interviewers consider overqualified for the job because they have difficulty getting qualified people for this important and necessary function. Standards for this job have been raised recently because the working procedures have become more complex. Although the store previously could use high school non-graduates, the new system has made it necessary to require a high school diploma.

Recruiting for order checkers is done through newspaper ads or from walk-ins. There are no pre-employment training programs, but only the on-the-job training after employment.

Job performance is evaluated by the Department Manager; is measured largely in terms of the correctness of the checkers' work. This store has a union contract which specifies a one-month probation period.

There are possibilities for promotion from this job to any other in the store. The employee's Department Manager recommends for promotion.

Because of the tight labor market for this position no records of rejected applicants were available for sampling. The seven employees currently holding this job have all been hired since January 1, 1965. In addition we sampled the records of one employee hired into this job and subsequently promoted.

All seven current employees were high school graduates. The girl who was promoted from this job was not, but she had previous experience. All eight sampled employees had passed the police check. One girl was hired who scored only 9/12 on the Cashiers Test. The Personnel Director remarked relative to this case, "we were desperate". This girl had experience, but her work had been evaluated as below average. Three others also received this same rating. The girl who had been promoted was rated average.

Although facing a tight job labor market, this firm has not been able to lower hiring requirements. Instead, because of the increased complexity of the job, it has been forced to raise them.

Porter

The job of a handyman at this department store consists of general daytime cleaning, including the burning of trash. Heavy cleaning is contracted out and is done at night after the store has closed.

There is no minimum educational requirement for this job except sufficient literacy to fill out an application. Even this has been waived occasionally by allowing someone else to fill out the applicant's form. A "bare minimum" of reading and writing is necessary for performance of the job, however.

Applicants should be healthy. No physical examination is currently required, but one is expected to be required in the future. The store seeks mature men for these jobs and the Personnel Director stated that he would not hire "a young boy".

The job is considered difficult to fill because few people seem to want it. Even so, turnover has been very low--only one opening occurred during the year preceding the survey. Store personnel feel that lowering hiring requirements would not make the job any easier to fill. It is difficult, however, to see how requirements can be lowered any more.

Honesty is the most important characteristic sought and a police check is made of all applicants. Performance is rated by the supervisor. The supervisor also seeks hard workers who "don't try to goof off". The supervisor makes recommendations for promotion and employees can move any place in the store: e.g., the manager of the radio department began as a handyman/porter. The store has no formal training programs either to assist applicants in qualifying for this job or to prepare employees for promotion.

Turnover was low in this job and only three employees could be found who met the conditions for inclusion in our records sample. There were no employees who had been promoted from this job recently and none were found who had applied and been rejected.

The three sampled employees met the minimum standards for the job. One was only 18 years of age. His supervisor rated his as loyal with a good attendance record; but stated that, while he did his assigned duties, he had to be found whenever he was needed. The supervisor rated the second as "even below the usual"; but the third was rated a "hard worker" who, although "he was not a self starter", "followed through" on assignments. It is interesting that both men with poor performance ratings were attending school as well as working. One of them also had three children, leading the Personnel Director to remark that he "can't be living on our salary".

Sales Clerk

Sales clerks are called sales-stock persons at this department store. They are expected to serve the customers as best they can and keep up the stock, including taking inventory and counting stock. Like most department stores, this one is subject to seasonal swings in employment. The store normally employs about 350 sales-stock persons but adds 150 to 200 more at Christmas and Easter. During these mass hiring peaks, the store gives new employees an orientation program, but there is no other training program.

This job is considered easy to fill, "because the requirements are so low", but it has a high turnover rate. Sales-stock persons are recruited though newspaper ads, from among walk-ins; for peak periods, part-time workers are recruited from the Distributive Education programs of the local school system.

Minimum requirements generally have not changed, but the store does not apply them rigidly when it needs workers. No tests are given and there is no specific educational standard; however, applicants must be literate and able to fill out the application form. The store prefers people with high school diplomas, but stated that not many of them apply.

There is no sex preference on the part of the store but certain jobs traditionally are held by women and others by men. Generally, however, wages in these jobs are too low to attract men full-time.

The store seeks workers whose references promise job stability. Workers with no record of previous jobs have their school references checked. School or job absenteeism is undesirable.

Applicants should be neat, clean, and "presentable"; they must be properly dressed for the interview and able to carry on "a halfway intelligent conversation". They should have good posture and an alert appearance. The Personnel Director considered mini skirts appropriate for young girls but not for older women applicants. "High fashion" dress is preferred, and "momma types" are not hired. At the same time, excessive makeup is discouraged and the store tries to avoid the clerks who would have men customers hanging around them during the working day.

A police check is made. There is no physical examination, but applicants are questioned by the nurse. Women with small children must show that they have arranged for babysitting.

Performance on the job is evaluated by the Department Manager, but not in writing. Department Managers also recommends for promotion. Most Department Managers started as sales-stock persons and their experience is considered better preparation than any executive training program. A college degree is not required by the store for management trainees and the Personnel Director is always on the alert for promotable people. Such people are watched by their Department Heads as potential executive trainees.

Personnel records of eight individuals currently employed as sales-stock persons, two who had been promoted, and three applicants who were interviewed and turned down were sampled for further study. Despite the stated difficulty in recruiting high school graduates, six of the current sales-stock persons and both promoted employees were high school graduates. Two of the three rejected applicants also were high school graduates. In general, where the individual's qualifications were recorded, they met the store's standards. It is interesting to note that both promoted employees were men; both also had above average performance records. Two of the eight sales-stock persons were rated above average, four were average and two were below average in work performance.

The stated reasons for not hiring the three rejected were given: no background for sales and not available in the summer; failure to complete the application; and poor attitude.

JERSEY CITY, NEW JERSEY

Company 2

This Jersey City commercial bank had over 1,000 employees at the time it was surveyed. This number is fairly constant throughout the year, although some temporary help is hired during the winter months because of increased mutual fund activity.

The hiring is done centrally by the Personnel Department for the occupations surveyed: typist, porters and matrons, and clerical machine operators (proof machine operators).

Typist

The 27 clerk typists in this bank do narrative, numerical, and form typing. No shorthand is required, but a small amount of filing is involved. The labor market is considered loose for these typists. Nevertheless, the bank's interviewer reported that, although they have many applicants, the quality is poor and getting poorer. He felt that typing courses in the schools are not as well-taught or as extensive as in the past.

There is no minimum educational requirement for these jobs, but skill is tested by a typing test. The bank prefers high school graduates, but will accept persons with ten or eleven grades. The interviewer stated, however, that this concession was seldom made to other than older experienced workers.

Three tests are given: The minimum acceptable score on the typing test is 35 words per minute with a maximum of three errors. This is not inflexible, because lower speed typists can be used in transcription work. A clerical aptitude test is given; the minimum acceptable score on this test is 25 with no errors, but 35 is preferred. For general evaluation the Wonderlic Test is also given; the minimum acceptable score is 18, but the bank tries not to go below 22. The results of these tests are ignored if the applicant appears nervous and can prove work experience. Applicants with experience may not be tested at all. All applicants must be able to spell and to spell correctly on the application form.

Personal appearance and poise are important because promotions may lead to contact with the public. Applicants must be "clean and neat appearing". Women with small children must have made reliable babysitter arrangements.

Recruiting is done through public and private employment agencies, and through walk-ins. Some recruiting is done through talks in the high schools and through conducting a "work-school" program and hiring from its graduates.

This bank has not found typists difficult to recruit, and has felt no need to lower standards. It is apparent from our sample of personnel records that these standards are somewhat flexible. Seven of the eight sampled employees currently holding the job scored above the minimum on the typing test but one did not. The same was true of the clerical aptitude test. All of the employees in our sample who had been promoted from these jobs met minimum standards. All promoted employees were high school graduates, whereas one of the employees currently holding the job was not. This girl was not an older or experienced worker, although she did well on the tests.

A common reason for the rejection of unsuccessful applicants was "low test scores". None of our sample met the minimum acceptable score of 18 on the Wonderlic, for example.

The bank conducts classes in business letter writing (some new employees speak very little English) and general orientation to banking methods. These are formal, classroom-type courses lasting several weeks. No other training is available within the bank to prepare employees for promotion. Promotions for typists tend to be within the same department and are initiated by the department head. The bank will reimburse the costs of outside training which prepares an employee for possible promotion. An example of this would be a course in shorthand. Work performance is evaluated by the department head on a standard form.

Porters and Matrons

Porters (men) and matrons (women) in this bank perform general cleaning of office space and restrooms, as well as such tasks as changing light bulbs, filling water jugs, and transporting cartons of blank forms. Matrons are responsible for cleaning the cafeteria and ladies' restrooms. Heavy duty janitorial services are provided by the building maintenance men. Nine porters and two matrons are employed by this bank.

The bank has experienced considerable difficulty in filling these jobs. Replacements often take as long as a month. According to the interviewer, the reason for this is the poor work history of many applicants who have held so many short-term jobs that it casts doubt on their reliability. However, no changes have been made in job standards, in spite of recruiting difficulties. Recruitment is carried on through public and private agencies and the use of walk-ins.

In addition to a good work record, the bank requires that applicants be physically sound and clean--including clean-shaven. Applicants are rejected for back injuries or hernia. Older, retired men are preferred for this job, since the salary scale is considered too low for a young person.

This job has no educational requirements, not even literacy. No training programs prepare persons for these jobs or for promotion. Very limited promotional opportunities exist: e.g., to guards or maintenance men. Recommendations for promotion are made by the supervisor and performance is evaluated on a standard form. The evaluation represents the supervisor's opinion.

Workers discovered to have falsified their application are "talked to", but not fired unless they did it to "hide something serious". References are checked to a limited extent. Applicants are told at the time of employment that a porter cannot be drunk on the job. This firm is not concerned about its employees' private lives and feels that it does not hurt the bank's image if an employee lives an unorthodox private life, as long as it is outside of working hours and does not involve other bank employees.

Applicants who are considered overqualified are not hired because in the interviewer's words, "You can't keep them". The bank prefers to hire promotable persons, even though promotion opportunities are very limited. No promotions were given porters and maids during the time period covered by the survey. As a consequence, individual personnel records were sampled only for six employees currently holding the job and six rejected applicants. All six currently employed porters met the basic requirements for sex, appearance, physical condition, and good references. In addition, three had related experience. All except one of the men were younger than implied by the statement that the bank preferred "older retired men". It was interesting that the supervisor in his evaluation of one man commented that he was such a good and hard worker because he was younger. Five of the six sampled porters received above average work performance ratings by their supervisors. The sixth was rated below average. He was also a recent employee. Only one man, the youngest of the group had graduated from high school.

Five of the six rejectees were not hired because of "poor work records". In some cases that part of the application form relating to previous employment was incomplete or indecipherable. In other cases, there was evidence of "job hopping". The sixth man was characterized as "not steady" by the interviewer. He was 45 years old and single, and had sprained his back in the past.

In spite of all its difficulties in filling these positions, the bank has not lowered its requirements--this would be difficult, since the existing standards are minimal. The alternative probably would be to raise the admittedly low wages. The bank's success in recruiting for this job may be partly explained by a comment made about a currently-employed porter: "This employee has refused promotion [and a $10 per week raise] because he does not want to lose the overtime pay he can earn as a porter. This job also enables him to work part-time elsewhere."

Clerical Machine Operator - Proof Machine Operator

Proof machine operators prove and sort checks, using an IBM proof machine. The bank has found it easy to fill these jobs. The department heads prefer experienced people because it saves training and reduces the period of less-than-full production. Therefore, the supervisor tends to accept anyone with experience. The Personnel Director says that this work tends to attract some undesirable types and is poorly regarded within the firm, although it is not a "dead-end" job.

Recruiting has been done through agencies, through classified ads, from among walk-ins, and through "Can Do" a local Negro self-help group.

As was the case for typists, there are no firmly established minimum educational requirements. The bank prefers high school graduates but will accept a tenth or eleventh grade education. In this type of work, poor spelling or bad English do not matter, and language difficulties will not bar an applicant from employment. Although people who are promotable are always preferred, this job is so monotonous that "a person of active intelligence would go insane". The interviewer stated than an overqualified person would not be hired unless they were being groomed for a supervisory position. "The job is not challenging enough".

Tests are given. The Wonderlic with a required score of 18 and a Clerical Test with one of 35. However the tests are not used inflexibly nor are they used with much confidence, according to the Personnel Director.

No credit or police check is made, but a background check is made which usually covers these factors. A police record disqualifies the applicant only if the crime involved money. Personal references are considered worthless, but school records and prior employment are checked. Chronic absenteeism is a basis for disqualification.

A physical examination is given. Any chronic organic disease disqualifies the applicant. However the bank will hire a diabetic or a cardiac case with a medical certification that there is no risk in their working. Applicants must have both arms and good eyesight; right handed people are preferred.

While there are no age or sex preferences, all present employees are women, presumably because of the low salary. The bank prefers that women applicants be married. Most of this work is done on the night shift, and a single girl is more likely to leave for a daytime job. Unsuitably dressed applicants are not interviewed.

Workers without previous experience receive training after they are hired. There are no formal training programs to prepare employees for promotion, but they can take American Institute of Banking courses for this purpose. To be promoted, an employee must be proficient on his job. The supervisor evaluates job performance and initiates promotions when openings occur. A probationary review is made 90 days after employment, and merit reviews are made at least once a year. There is automatic promotion to Senior Proof Machine Operator after two years if the employee hasn't been promoted earlier. This department is raided by other departments of the bank, so that a good worker should be in a better job by the end of this two year period.

The records of six employees holding this job, five who were promoted from it and four applicants who were not hired have been sampled for further study.

The bank's flexibility in utilizing test scores is apparent in these personnel records. All met the minimum score on the Wonderlic, but four current proof machine operators and one who had been promoted fell below the so-called minimum score on the Clerical Aptitude Test. In spite of the low emphasis on formal education, only one of these persons had less than a tenth grade education, while four of the current operators and four of those promoted had high school diplomas. The individual with less than a tenth grade education was one of the operators who had been promoted. Both the current operators and those who were promoted were generally rated above-average in performance. Given the above-mentioned possibilities of promotion, it is not surprising that no significant differences appear between workers holding this job and those promoted from it. The reason given for not hiring three of the four rejectees was low test scores. The fourth was rejected because of a record of absenteeism in a previous job. As a group, the test scores of the rejected applicants were very low compared to those of the current employees.

JERSEY CITY, NEW JERSEY

Company 3

This is the Jersey City branch of a large multi-plant manufacturer. While the corporate headquarters sets general policy, each local branch has considerable autonomy within those limits. Hiring standards fall within the province of the local branch. The Columbus branch of this same firm was also surveyed for this study.

At the time of our survey, this plant employed over 14,000 persons. The seasonal peak occurs in May, at which time 15,500 were employed. The December low point is only slightly below the survey level.

Occupations studied at this Jersey City plant were file clerk, typist, and industrial machine operator (welding machine and punch-press operators). Hiring for these positions was done by the plant personnel office.

Typist

A clerk typist at this firm types, collates, distributes, posts and files such data as is required. She also maintains records, operates a duplicating machine, and performs required checking duties and related clerical work.

Although clerk typists' wages are higher here than in most plants in the area, recruiting for the job generally has been difficult. The Personnel Department feels that two factors are responsible: the location of the plant creates a transportation problem for many employees, and the job has a specific skill requirement (typing). Recruiting is carried on through agencies, including the State Employment Service, an "advanced hire program" in the high schools, with the Urban League in this and the surrounding counties, and Skills Employment Escalation Development (SEED). Some recruiting also has been done through the public school Distributive Education Program, for which this company has furnished instructors.

No formally stated minimum education is now required of applicants for these jobs, although a high school diploma was required until two years ago. Applicants are not disqualified because of education as long as the firm feels they can do the work. For older applicants, experience outweights formal education.

Tests are given but a bad test score can be set aside by the supervisor concerned. The target score on the typing test is 40-45 wpm with 80-85 percent accuracy. The Wonderlic Test is given and the minimum score for office personnel is 18. This can be waived for good reasons--e.g., if typing is good, or if part of the applicant's education was gained abroad. The Hay Perception Test was used but has been discontinued.

No police check is made, but a background check is made, and all employees must take a non-Communist oath. References are not important unless they are very bad.

Applicants are questioned about their transportation arrangements, and women with small children are questioned about babysitting arrangements. The company hires relatives of employees, but makes sure that no employee is supervised by a relative. Under the law the minimum age is 16 years, otherwise age is a factor only where overtime is concerned.

The firm prefers to hire "promotable" people but (again by law) no applicant can be rejected who has the skills for the job nor can an overqualified applicant be rejected for this reason alone. The Personnel Department may try to get a better job for overqualified persons, however, even to the point of placing them outside the company.

The company prefers experienced typists, and some department heads prefer people of middle and older ages.

Personal appearance plays a limited role in the hiring decision. An applicant with the required skills who looks "neat and clean" will be hired, especially if she appears to be "steady".

No training programs are given either to assist applicants in qualifying for these jobs or to prepare employees for promotion, although employees are encouraged to attend classes outside the plant on their own time. Performance evaluations are made on a standard form by the supervisor. There is no probationary period, but applicants who need corrective medical or dental work before they can be permanently hired may be placed on the payroll temporarily until the work is finished. There is no required level of output. Typists can be promoted to secretary. Seniority is important in promotion because of the union contract, although an employee with seniority can be disqualified for promotion by the supervisor for, such offenses as excessive absenteeism. Moreover, an outstanding employee can be promoted without full seniority.

The personnel folders of eight clerk typists and two rejected applicants met the time requirements of the study and were sampled for further study. All were high school graduates despite the fact that this is not required. It will be recalled that test scores may be set aside after consultation with the supervisor. Two of the sampled employees, both experienced typists, had failed to pass their first typing test; both passed on retest. The one sampled employee who had not passed the physical examination was hired conditionally pending correction of the problem. These eight records indicated that the company's hiring standards were closely adhered to in practice. The applications of the two women who were rejected contained very little information. However, their test scores tended to be low.

No promotions had been made from this job during the time period specified in the study.

File Clerk

The job functions of file clerks at this manufacturing plant, as set forth in the company's job grade specifications, are to sort and file engineering reference details in can files, to remove details for final billing orders, to service requests for specific details, to perform mailing functions for a variety of bulk items, and to perform associated duties.

In spite of the transportation problem posed for employees by the plant's location, the company has found it easy to fill these jobs, ordinarily in only a day or two. The company pays higher wages than most other firms in the area.

Exception for the fact that clerk typists must be able to type, all of the minimum requirements, conditions of promotion, and promotional opportunities, recruiting practices, and opportunities for training are the same for file clerks in this company as for clerk typists. The personnel records of eight file clerks, four former file clerks who had been promoted, and two applicants who were not hired have been sampled for further study. All but one of these employees were high school graduates, although this is no longer a requirement. It is still stated to be a preference, however. Insofar as could be determined from these records, all these employees met or surpassed the minimum requirements. Only one clear difference could be found between the qualifications of employees who had been promoted and those who were still in these jobs: as would be expected in a seniority system, those who were promoted had all been employed longer than any of the present file clerks.

The two applicants who were rejected had both made very low test scores. In addition, one had failed to complete her application form and made several serious spelling errors in the portions she did complete.

Industrial Machine Operator

These machine operators operate a straightening machine to straighten metal cores for printed wiring boards. The labor market area, according to this firm's Personnel Department is over-supplied with this type of worker. Consequently they have no difficulty in filling openings, usually in only one day. These workers are recruited from among walk-ins or are relatives of employees.

A nine-week course is sponsored by the company as training for these jobs; it must be completed before employment. These workers also may receive on-the-job training. Employees who left school before graduating are encouraged to complete their education and will be put on a part-time basis until they graduate.

Applicants must be able to read at about the eighth grade level and to understand verbal instructions. Tests are given, but no rigid score-requirements are applied. For example, the Wonderlic is given to all employees here and the minimum score is 10 for these jobs. An eye test and the 303 Dexterity Test are also administered. An applicant who is color blind cannot be used in this type of work. For the Dexterity Test the standards for the right hand are: women; 3 minutes 30 seconds; men; 4 minutes 10 seconds. These test scores can be overridden by experience, but all applicants must be right handed (a left handed person cannot run the machine). An applicant who is too heavy may not be able to get close enough to the machine to operate it, and therefore will be rejected.

Applicants are not questioned about draft status, but the company will not hire a man awaiting induction after enlistment. Applicants must be at least 18 years old, since the state prohibits hiring below this age where machinery and chemicals are involved.

The company prefers to hire men with vocational training or with related training acquired in the service. They "buy all the experience that they can". The Personnel Department hesitates to hire overqualified applicants but will if such applicants accept the restrictions promotion which are set forth in the union contract.

Minimum requirements for these jobs have been reduced in the recent past: The ability to handle the English language has been made less important because foreign-born applicants are becoming more common.

Job performance is evaluated by the supervisor on the basis of a standardized company-wide form. Workers may request consideration for promotion, but seniority applies for in-line promotions. The supervisor can recommend promotions out of line, however.

The records of eight machine operators were studied. These employees deviated from stated requirements in only one case: one employee had less than an eighth grade education. This employee had been employed as cleaner by this company several years earlier and had left to go into business for himself (former employees with good work records are given preference when the company is hiring, and tests often are not given to previous employees). Since returning, this man has received an "above average" performance rating.

Employees promoted from these jobs within the time period for this study did not differ significantly (other than in seniority) from those still holding machine operator jobs.

Two of the six rejected applicants in our sample were not hired because they failed to complete the application form. The other four had very low test scores.

SCRANTON, PENNSYLVANIA

This area embraces Lackawanna County. Its population was 226,000 in July, 1965; but the area has had a net loss of population in every decade since 1930. The estimated 1967 civilian work force was about 97.6 thousand.

Originally the Scranton area's economy was based on anthracite coal mining. The decline of this industry brought unemployment rates which for years were among the highest in the country. Since 1945, however, more than 70 new plants have moved into the area and over 100 existing plants have been expanded. As a result, the area's economic base has broadened considerably. Unfortunately, however, much of the new industrial employment has been offset by declines in other plants, so that unemployment rates, while lower than in the past, are still higher than the national average. Scranton reported 6.5 percent unemployed in 1965 and about 4.2 percent for 1967; the national unemployment rates for these years were 4.5 and 3.8 percent. Officials of one Scranton plant surveyed by this study said that they were first attracted to the area by the 6 percent unemployment rate then prevailing; and, while the rate had declines by the time they actually started hiring, they were still able to pick and choose freely among applicants.

Even with relatively high general unemployment rates, among the occupations covered by this survey, surpluses of openings relative to applicants have been reported at various times between 1965 and the end of 1967 for sales clerks, nurse aids, machine operators, orderlies, and typists.

Major industry groups now in the area include apparel, electrical machinery, textile-mill products, printing and publishing, and fabricated metal products. Companies surveyed in the Scranton labor-market area for this study were: a hospital, a retail store, and two manufacturing plants.

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SCRANTON, PENNSYLVANIA

Company 1

This is a department store with a New York affiliation. The store offers a complete line of merchandise and employed over 400 people when surveyed. The usual seasonal pattern of department store employment was present--about 600 people were employed during the previous Christmas season. We surveyed two occupations, sales persons (sales clerks) and porters and matrons. Hiring is done by the Employment Department.

Porter and Matron

Although the Scranton labor market as a whole is considered loose, this store considered the labor market for porters and matrons to be extremely tight, since it has often required up to two or three months to fill a vacancy. Recruiting has been through newspaper ads and through the Pennsylvania State Employment Service. Although the firm has never established formal requirements for this job, it has tried to hire people that could be promoted. Recently, however, it has felt itself fortunate to get anyone to fill the job. Further questioning, however, elicited the fact that there actually are requirements which applicants are expected to meet; and this was confirmed by study of the records of applicants and employees.

Although no stated educational level was specified and illiterates have been accepted, applicants were expected to be able to understand English well enough to carry out verbal orders. They must be clean and physically able to perform the job, although no physical examination is given. The store asked for both job references and personal references, but on a job reference only a discharge for dishonesty or drunkenness would disqualify an applicant. The firm is also less strict as to appearance now than it has been because of the difficulty in filling openings.

At the time of our survey, the store had seven porters (men) and three matrons (women). Four porters were sampled for further study along with six applicants who were interviewed and rejected.

The four men holding the job were all physically capable of handling the work which involved heavy lifting. Only one of the four had references; another had been self employed for ten years; and a third had worked for the store previously. The fourth man was reported as having "a good attitude and personal appearance". The job performance of two men was above average, one was average; the fourth man had not worked long enough to be evaluated. Three of these men had an eighth grade education; and the fourth was a high school graduate. Three were over 50 years of age and the fourth was in his late 20's.

The six men interviewed but not hired were rejected for "poor attitude", because they apparently were not physically able to handle the job, or because they were "dirty" or "unkempt". One was rejected because he appeared to be "mentally dull".

Although no one who had been hired since the beginning of 1965 had been promoted, employees have been promoted from this job in the past. Promotions have been made to shipping and receiving, and to appliance delivery; it is possible for porters to move to sales. Porters are trained on-the-job by the foreman, and no training programs are given to prepare people for promotion. Promotions are made either upon the employee's request or on the foreman's recommendation.

Sales Clerk

This department store has no difficulty filling openings for sales clerks but does not always get the quality of applicants it desires. Recruiting for sales jobs is done through newspaper ads, posters in the store, and the state employment service. They will hire relatives of employees, but try to avoid it. Appearance and personality are the primary requisites for this job. At one time the store had precise standards of dress for applicants, but these are no longer enforced. However, applicants wearing slacks or an extreme dress will not be given an application form. Mature people are preferred for these jobs and the store prefers not to hire anyone below the age of 18 if possible. No attention is paid to the draft status of male applicants. Essentially the store is primarily concerned with the "image" the applicant projects.

References are required and checked, but not credit or police records, and the applicant's work history is considered. While the store prefers applicants with a high school diploma and/or experience, no educational minimum has been established. There is not even the formal requirement of literacy, although every applicant must be able to read and write enough to handle the job. No arithmetic ability is required of sales clerks because cash registers are used which make all calculations. No tests are given to applicants and no physical examination is required. However, applicants less than five feet tall cannot reach across a counter and are not hired. Applicants who carry packages from a rival department store to their interview will be rejected automatically, regardless of their qualifications.

The personnel records of eleven employees were sampled and examined. Eight of these employees were among the 450 sales persons at the time of the survey and three more had been promoted from such jobs. The records of eight rejected applicants also were examined.

The backgrounds of the eleven employees were similar except for age and experience. Older employees generally reported related experience. There seemed to be one clear difference between promoted employees and those still in the job at the time of the survey: two of the three promoted workers had some college. The highest educational level attained by seven of the eight current sales persons was high school graduate. There is a short formal training program for new employees, but training for higher positions is on-the-job after promotion. Job performance is rated verbally by the supervisor, and the Personnel Department checks the supervisors opinion. Promotion depends on the availability of openings and on the workers' ability. The line of promotion is fairly clear--through sales persons with additional duties, supervisor, assisting a buyer, assistant buyer, buyer, to merchandiser.

Unsuccessful applicants were rejected because they were unclean or unkempt, or because they were "not the sales type", too glamorous, or appeared "hard". The store's key hiring standards, although largely subjective in nature, seem to have been consistently applied.

SCRANTON, PENNSYLVANIA

Company 2

This is the Scranton branch of a large multiplant corporation. The Indianapolis branch of this same firm was surveyed during this study. The corporate offices establish policy guidelines for the divisions; the division offices, in turn, set up guidelines for the local plants. The higher echelons advise and often attempt to influence the local plant "but in no way do they have the last word".

This was the first year of operation for the Scranton plant. At the time of the survey they employed 800 people. The surveyed jobs were clerk typist, laborer cleaner, and machine attendant.

Typist

Although clerk typists are generally in short supply in this area, this manufacturer judges the market as about average. This is thought to be because they pay well. Also, this plant is only a year old and offers a very pleasant and attractive working environment. Typists are obtained through the State Employment Service and personal contacts and referrals.

An applicant for this position must have a high school diploma or its equivalent and must take the state test for typing (although the firm does not rule them out on the state standard). Applicants also must be clean, neat, and attractive. Looks are important, but applicants must be able to do the work.

The company Personnel Department administers a battery of tests but has not yet established minimum scores for them.

A background (police, retail credit, and personal contacts) check is made on all applicants to this firm. The company generally rejects applicants with police records, but exceptions may be made on the basis of elapsed time since the last offense. The company does not hire applicants with a record of a recent misdemeanor. It feels the labor market to be so loose that they aren't needed to get enough qualified workers.

A physical examination is given. Any potential insurance problem of the applicant or his family is a basis for rejection.

Although there is no age requirement for clerk typists, the company prefers "married women, with families, who won't be having any more children". Previous work experience is desired but not required for these positions.

Clerk typists, stenographers, and secretaries all must meet the same entry requirements because promotional opportunities are too limited otherwise. The company has been clerically overstaffed recently, so it has been promoting from within for advanced positions. The only training ever given is on-the-job, after the employee is in the new position. Performance is rated subjectively by the supervisor on a company-rating form. There are ample opportunities for clerk typists to advance to stenographic or secretarial jobs, but promotion initiative rests with the Personnel Department rather than with the employee. All the employee can do is to express an interest in advancement.

Our sample of personnel records indicates that the company had not had to relax requirements in order to find workers. At the same time it was clearly evident that the company refused to hire workers who they felt were overqualified for this position. Three applicants for this position were classified as overqualified on the basis of their previous experience and were rejected. Other reasons for rejection were "sloppy printing on the application", failed tests, "a good friend of a trouble maker in the plant", and "came through a 'scruffy' agency".

Porter--Laborer-Cleaner

This manufacturing firm has not found it necessary to seek laborer-cleaners; it has built up a large backlog from referrals by employees. The maximum time needed to fill an opening is two weeks, even if the candidate is employed elsewhere. Laborer-cleaners clean and maintain the plant, offices, and the grounds. They must be able to work at heights as well as on the ground.

Maturity and stability are the primary characteristics sought in applicants for these positions. Men between 40 and 55 years of age who are married and have children--"good hard workers who are stable"--are preferred. Preference is given ex-miners who fit this description. When the plant first opened the Personnel Department preferred for these workers to be high school graduates, but experience has indicated that they need only enough education to read signs such as "danger", "toxic", and "poison". Applicants are tested, but there is no minimum score required.

Laborer-cleaners must be strong and must pass a physical examination. They cannot have a history of back injury, and any potential insurance problem is rejected. A background check (credit, personal contacts, and police record) is made on all applicants for any job with this company.

The company prefers men with experience. There is no training program for this job except on the job, nor are there training programs to prepare workers for promotion. The laborer-cleaner job is not dead end--opportunities for promotion exist. Performance is rated subjectively by the supervisor on a standard form. There is a 30-day probationary period.

Applications must be completely and honestly filled out, and applicants must be neat and clean. The interviewers are admittedly impressed by applicants who wear a shirt and tie to the interview. This plant is a new one and all production processes must be clean and lint-free.

Examination of the personnel records of eight employees holding this job at the time of the survey and one who had been promoted indicated close adherence to the company's stated hiring requirements. The earlier requirement of a high school diploma for this job was also evident. Interestingly the performance ratings of four of the workers who were high school graduates were below average. The one worker who had been promoted, had a rating of "above average"; there seemed to be no other significant difference between the promoted worker and those still in the entry job.

The application forms of seven applicants who were interviewed but not hired were also studied. Reasons for rejections included too small, too young, wanted day shift only, sullen, falsified application, too old, test scores low, and speech and thinking defect, and "job hopper" (more than one reason sometimes applied to the same individual).

Industrial Machine Operator - Machine Attendants

The general area labor market for machine attendants has been loose. Originally the plant advertised for these workers but now it promotes within the plant. There is a 30-day probationary period for this job which is used for on-the-job training of new employees.

No minimum education is required for this work, but the firm tries to hire the highest possible educational level. It looks for workers with mechanical aptitude, desire, experience in the same general area or trade school experience, and a good background for these jobs. The company wants people who "want to work hard", and does not like applicants whose reason for changing jobs was "I didn't like that type of work". Persons are rejected who are extremely pro- or anti-union.

Physically, men must be at least 5'10" tall and strong. They must pass a physical examination in which disqualifying factors are color blindness, a history of back injury, allergic reactions, or any potential insurance risks. Because of the strength requirements, only males are hired.

Tests are given and scored. The cutoff scores are: Bennett Mechanical Aptitude Test, 39; SRA Nonverbal Test, 45; and the cutoff is 11 for the SRA Adaptability Test. These have been set arbitrarily for this plant because it is new. In time they will be established "scientifically".

The same background check--police, credit, personal contacts--is made for these jobs as for typist or laborer-cleaner. Applications must be complete and truthful. Applicants must be neat and clean and the interviewer is favorably influenced by a shirt and tie being worn to the interview. The company prefers married men, widowers, or even divorcees to single men. It is felt that men who are or have been married are more responsible.

When the plant opened about a year ago the Personnel Department required a high school diploma but experience indicated this to be unnecessary. Shop positions have on-the-job training which is very complete. There is a program being planned of financial aid to workers wishing to upgrade themselves in the same general job category by attending courses outside the plant, but is not yet in operation. No assistance will be given workers taking courses to move out of his job group because this is considered self-development rather than job development.

Job performance evaluation is in terms of the supervisor's opinion. In the short time this plant has been in operation four machine attendants have been promoted to technician and two to supervisor. Workers can request consideration for a promotion when an opening appears, but promotions are usually initiated by the supervisor.

Our sample of personnel records showed evidence of the company's original requirement of a high school diploma. Individual test scores could not be checked. There was close adherence to stated requirements, as well as a high degree of success in meeting stated preferences. Employees who were promoted were not significantly different from those currently holding these jobs at the time of original hiring. Promotions arose from superior work performance, leadership ability, and additional training acquired on the employees own time. Applicants for these jobs were rejected for the following reasons: vague employment history, application poorly filled out, five to eight months in the hospital in 1960, not qualified, would work only on first shift, 10 percent military disability for "nerves", ulcer, seniority conscious, background check showed him to be a "rabble rouser", "had received Workman's Compensation," strong union man, cocky, not enough tool work, not large enough, and too old for this job.

SCRANTON, PENNSYLVANIA

Company 3

This is a small, private non-profit, general hospital with facilities to provide both intensive and long-term care for a small number of patients. It is currently adding a large wing to the basic hospital structure. The office of the hospital administrator is primarily concerned with general hospital policy. Standards for employment are set at the departmental or supervisory level where final authority resides with respect to hiring and promotion. The hospital administrator sometimes screens applicants and conducts reference checks for the nursing and pathology departments.

The surveyed occupational categories (and their designated department heads) are: medical technician (Director of Medical Pathology and Chief Technologist), nurse aids (Assistant Director of Nursing), and porters and maids (Executive Housekeeper).

Porters and Maids

There are 18 individuals employed as porters and maids in this hospital. The term porter is applied to men who operate strip and buffing machines, wash hallways, do high dusting and other heavy cleaning duties. The term maid is applied to women who do general cleaning, including vacuuming and dry dusting.

Minimum requirements for this job include: ability to read and write (third-grade education or above), age to 65 years (no minimum), neat and clean appearance, physical examination, and must be interested, sincere, with a strong desire to work.

Preferences (above the minimum) have been expressed for persons 21 years of age or older, with previous work experience (business references are checked), who like housekeeping, and do not have small children.

This is considered a relatively hard job to fill, primarily because the hospital is unable to compete with much higher hourly rates for unskilled factory jobs in the area. The hiring supervisor indicated that it might take as long as three months to fill a position. Recruitment is largely through the Pennsylvania State Employment Service, newspaper advertisement, and word-of-mouth.

The institution has a three-month probationary period. Performance is evaluated by working foremen and by the executive housekeeper who has administrative responsibility for this department.

All monetary wage adjustments are according to merit and must be approved by the hospital administrator. If adjustments are not forthcoming, the executive housekeeper must inform the employee why he or she did not receive this increase.

There are no promotional opportunities for persons in these categories, nor are there training programs to upgrade the skills of persons currently employed in these categories.

Our examination of a small number of personnel folders leads to the conclusion that stated requirements are generally adhered to in the hiring of persons in these categories.

Nurse Aid

This hospital employs 12 nurse aids. This is considered an easy job to fill. Turnover is relatively low, and it takes one week to fill a vacancy. On the other hand, the hiring supervisor indicated that "the wage scale is considered embarrassing in terms of the work standards expected of applicants". Workers for this occupation are recruited from walk-ins and through the Pennsylvania State Employment Service.

Minimum requirements for this job include the following: 18 to 55 years of age; eighth grade education; must be bright, literate, intelligent, enthusiastic; must pass physical examination; and must be clean and neat in appearance.

The following preferences above the minimum are stated: high school graduate, female, 20-25 years old, single or married without children, should have previous work experience with good work references; transportation is needed for the third shift, and if a maid is married the ages of her children become significant.

Job requirements for this category have not changed over the past year or so. The hospital has an irregularly scheduled training program which provides instruction in practical nurse training. Evaluations are on the basis of standard hospital procedures. The supervisor of nurse aids gives a verbal evaluation concerning the employee's progress every seven weeks.

The personnel folders of persons who hold this job now indicate no basic discrepancy between their characteristics and the stated minimum requirements. Persons who applied for this position but were not hired were rejected for the following reasons: very immature; health problems, also problems at home; previous employer reported poor quality of work; very overweight; poor type, not clean, dirty feet and not particularly interested in getting a job; pitiable, grovelling type, babyish; not very clean, poor general appearance; poor in all ways, couldn't spell, poorly kempt.

Several persons initially met minimum requirements but were subsequently discharged during the probationary period. They were released for the following reasons: does things poorly, hates work, makes people miserable, discharged because of incompetency; absenteeism and incompetency, lacked enthusiasm; always absent, excessive illness and lateness, marital problems; conflict with on-duty nurse, not a very happy person, had to be told constantly to do things.

Laboratory Technician

There are eight laboratory technicians in this hospital. They perform routine blood and urine analyses, maintain logs of tests performed, prepare reports, crossmatch blood for transfusions, prepare tissue slides for the pathologist, and assist in the hospital's technician training program.

This is considered to be an easy-to-fill category, with a backlog of applicants. At the same time the hospital pathology department conducts its own 18-month training program which is not an accredited program of the American Society of Clinical Pathologists. The director of the pathology lab, who has principle authority to hire laboratory technicians, indicated that they will hire persons from outside their own training program. Minimum requirements include: must be a high school graduate, in the upper half of their class (usually required to take academic program with science courses included); must pass physical examination and business reference check; must present attractive appearance (a very important factor).

Preferences include a background in chemistry or good science background.

Minimum requirements have not changed in this job in the past year or so. Recruitment is primarily from walk-ins, personal references, sometimes the high school "career" days. They have a non-accredited training program which is usually limited to about four students at any one time. Performance is measured by annual evaluations by the supervisor and medical director. There are no promotional opportunities within this occupational category.

For the most part, personnel folders indicated a very close relationship between the stated requirements/preferences and characteristics of persons currently holding the job. No records were available for individuals promoted, hired and released, or interviewed and not hired.

SCRANTON, PENNSYLVANIA

Company 4

This is a medium size manufacturing establishment, which is part of a multiplant national corporation. This plant is located in a large suburban industrial park and is inaccessible by public transportation. Broad personnel policies are established at the corporate level; however, hiring standards are prescribed locally by the Industrial Relations Department. This employer has a collective bargaining agreement with a local (but nationally affiliated) labor union. Promotions as well as discharges--for other than probational employees--are affected by the terms of the agreement. We surveyed three occupational categories--industrial machine operators, janitors, and clerk typists--at this establishment. For the first two occupational categories, final hiring authority rests with the Industrial Relations Department. Clerk typists are hired by a clerical unit supervisor.

Typist

There are 17 women employed here as clerk typists. This is considered a fairly easy job to fill. Vacancies are normally filled in about a week. The salary structure is considered to be in line with prevailing area wages.

Five basic screening standards are stated to be employed by the hiring supervisor. Typing must be at least 50 wpm. Applicants must pass two personnel tests: they must score over 40 percent on the Minnesota Clerical (1 & 2), and over 50 percent on the Wonderlic V. Applicants must be high school graduates. The age range is 18-40, although the maximum is not considered rigid and an occasional 17-year-old may be hired for summer work. There is a strong preference for single, young persons aged 18-25. Certain subjective factors ("enthusiastic", "sharp") are sought and judged.

Beyond these initial screening devices, the supervisor says that he looks for enthusiasm, "someone who wants to work, is sharp in appearance, and has a confident but not overbearing manner". He also indicated flexibility with respect to test scores, assuming favorable attitude and appearance on the applicant's part. This reflects a basic change in the company's attitude: five years ago there were so many applicants to choose from that consideration was given only those who scored high on all three tests.

The supervisor will not hire a "job hopper", and a single negative reference eliminates an applicant from consideration. In general, he would prefer to take a young, inexperienced worker, with minimal clerical skills and education and train her rather than hire an older, experienced applicant. He believes that younger people are easier to supervise.

An examination of personnel records of current clerk typists, previous ones who have been promoted, and persons who applied but were not hired indicates that these hiring standards are adhered to closely. Reasons for rejections of applicants ranged from "low test scores" to "appeared immature, wouldn't fit in".

The company relies primarily on walk-ins, although employment agencies (public and private) are utilized occasionally. Job performance is reviewed twice in the first year and annually thereafter. Promotion is based on good job performance and the supervisors' subjective perception of attitude (e.g., enthusiasm). Promotions are to higher-rated clerical jobs such as stenographer, payroll clerk, secretary or time keeper.

The company does not provide any formal training programs, other than on-the-job training.

Porters

The labor market for this occupation is considered to be extremely loose. The company's Industrial Relations Department thinks this is primarily due to their relatively high-wage rate and to the absence of rigid hiring requirements. Most vacancies are filled by "walk-ins" within a two-day period. Minimum requirements have not changed in the past year.

The following stated minimum requirements must be met by applicants for this job. They must be male, 18-55 years of age and able to read and write. Applicants must be reasonably husky and are required to pass a physical examination. A special relations test is given (passing is 10 percent). The company insists that porters be able to work all shifts, not have a work history as a "job hopper", and have a generally good attitude to the work.

In terms of its preferences, the company would like for applicants to have experience in janitorial work, to be over 30 years of age, and to make a test score in the 50 percent range.

As indications of the laxity of company standards for janitors, it does not make police or credit checks on applicants. It does not consider the applicant's draft status or marital status. No attempt is made to judge personality, and there is no rigid adherence to any precise scoring level on the tests.

As a generalization, individuals are hired for this specific job--not with the idea of upward movement within the firm. However, this job category is covered by the provisions of a union contract and, as such, is subject to specific contract language which allows the employee to bid for a higher-rated job (depending on his seniority and ability to perform more responsible duties).

There is a 60-day probationary period. During this time period the foreman prepares a written report every 15 days covering qualitative and quantitative aspects of the new janitor's job performance. At the end of the two-month period the employee is covered by the provisions of the collective bargaining agreement. The plant has a formal job evaluation program.

Despite the absence of formal opportunities (see above),this job category serves as a small labor pool (only 10 persons were in this category at the time of survey). Promotional opportunities, subject to appropriate plantwide seniority and job-bidding procedures of the contract, are generally to semi-skill blue collar jobs--i.e., assembler or machine operator. However, there is little upward movement among this group. The company provides no formal training programs for this category.

In our examination of personnel folders, all indications point to the company's adherence to its stated minimum standards. Among persons who applied but were not hired as janitors, the reasons given for rejections were unavailable for all three shifts; did not pass physical examination.

Industrial Machine Operator

There were nearly 200 industrial machine operators in this plant at the time of the survey, and there had been an upsurge of hiring activities during the preceding early summer months. Within the broad grouping of machine operators, specific job titles identify the kind of equipment used--i.e., brake operator, sheer operator, or punch-press operator. Workers in these classifications operate single machines, do minor set up, read simple blue prints, and use micrometers and rulers.

Minimum stated requirements for this job include men between 18-50 years old, must be 5'6" and fairly husky. Applicants must be able to read and write. Aptitude examinations are given; scores must be in 50 percent range. A physical examination is given and disabilities mean automatic rejection. Applicants must be willing to work any shift.

As for qualifications above the minimum, the Industrial Relations Department indicated a preference for ages 25 or over (there is strong belief that this group has a better safety record), heights 5'10" to 6' and weights over 160 pounds. Applicants with machine shop work experience or with vocational training are also preferred, as are high school graduates or persons in the 70-75 percent range on the Z aptitude test. All applicants should be clean cut (no black jackets or hippy type) and mentally alert.

This job is considered easy to fill--on the average only three days are required to fill a vacancy. Reasons being given for this general labor-market ease relatively include high-wage rates being paid and the fact that minimum requirements--especially in terms of age and work experience--have recently been lowered. This firm had a large expansion of work force attributed to increased product demand in the late spring and early summer. Most jobs were filled either by walk-ins or through newspaper ads.

An industrial machine operator is on probationary status for the first 60 days, after which time he is covered by all provisions of a union agreement. During this probationary period, the foreman files a written evaluation of his job performance every three weeks. There are opportunities for promotion to such higher rated blue-collar jobs as set-up man, maintenance man or foreman. The company provides no formal training program, either before or after employment.

On the basis of our examination of selected individual personnel folders, we found no real deviation from stated minimum requirements. However, the Personnel Director said that lower test-score standards were used during the May-July hiring upsurge, with mixed results. For example, a disproportionate number of these May-July employees were found to have been hired but released during probationary period. At the same time, the Personnel Director indicated that many workers hired with low test scores were performing at or above job standards.

Among the reasons for discharge the following are important: "discharged, absenteeism, lazy, poor worker, wouldn't rehire", "--- not suited for this type of work, takes orders very lightly, pace pathetic"; "employee would not accept overtime and when he did he didn't show up"; "uncooperative, spends too much time away from department"; "didn't follow instructions, caused 600 pieces to be scrapped, absent for many days ---".

CHARLESTON, WEST VIRGINIA

The Charleston, West Virginia labor-market area (comprising Kanawha County) had an estimated population of 245,000 in July 1965. Its 1975 civilian labor force was estimated at 100,000.

Early industry in the area developed around the large salt deposits found there. Those, coal, oil, and natural gas eventually led to the establishment of a number of chemical plants, an industry which still dominates Charleston's economy. Many basic chemicals are produced here, as well as such consumer products as chlorine bleaches and anti-freeze. Other significant major industries in the Charleston area are ordnance and stone, clay, and glass products. Charleston is also the state capital. The firms surveyed in this study were a bank, a hospital, a chemical plant, and an ordnance plant.

For the period 1965-1967, relevant to this study, Charleston unemployment rates varied between about 5 percent and 4.0 percent. These rates were generally higher than the corresponding national averages. Even so, although the state as a whole is classified as a depressed area, the Charleston area has had consistently lower unemployment rates than the rest of the state.

CHARLESTON, WEST VIRGINIA

Company 1

This employer is a full-service bank employing, at the time of the survey, 178 people (35 of whom are officials).

Two occupations, proof machine operators (clerical machine operators) and maintenance men (porters and cleaners) were surveyed. This required that we work with two different Personnel Departments because, while the bank owns the building, hiring and supervision of its maintenance men is by the Supervisor of Maintenance of the building, without reference to the bank's own Personnel Department.

Porters

The Maintenance group includes 17 people (one part-time) who service a number of buildings in addition to the one containing the bank offices. Maintenance people work a 40-hour, 5-day week, with day and night shifts. Rotation between shifts assures that all work at night part of the time. Daytime duties include changing fuses and plugs, cleaning and supplying rest rooms, cleaning halls, removing trash, and the like. Nighttime duties include sweeping up, cleaning and polishing desks, and buffing, mopping, scrubbing, waxing floors, etc.

There are no minimum education or experience requirements, and education is seldom recorded. Application forms have been used for this job only for the last six months or so. Previously, there were only interviews. The only requirement is the ability to communicate with other people. Experience in janitorial work is preferred. There is no physical exam but applicants are questioned about problems such as back trouble. Appearance is considered: an applicant should be neat, should wear clean work clothes, and should present himself well (e.g., not slouching in his chair). Police records were not checked until a recent bad experience with an employee who had a police record. Since then more checking has been done, but there are no set rules concerning disqualification. References are checked where available, and a credit check is made. There are no age limits, although the bank prefers someone over 20. Older people do not require so much supervision, and a 66-year old man was hired a few years ago. The usual age limit is 55 to 60 because of life insurance and health provisions. There are no marital status or sex limitations, but women are not expected to do the heavier work. They do not like to hire two people from the same family, although recently they did hire a son. Draft status is a factor only if the applicant would not have a reasonable amount of time to spend at the job. They want people who are regular, sober, reliable, and honest. Employees cannot hold two eight-hour jobs.

Our sampling of personnel records includes two persons presently employed as janitors. Both meet minimum requirements and both had previous related experience.

Two individuals who did not meet stated minimum requirements were hired as porters but released during the first few weeks of their employment. One was unable or unwilling to work either shift, and one displayed poor attitude.

Applicants who were interviewed, but not hired, did not meet the minimum standards. Over half of that sample received negative references, while others did not have the personal characteristics sought.

Recruiting is generally informal--referrals by friends or by employees; and walk-ins. The West Virginia Employment Service is used. Newspaper ads are never used. The labor situation is considered to be very tight, as it is hard to find acceptable people who will be happy in this job. It takes about six weeks to find someone. Salary is a factor, as the utility and chemical companies usually pay distinctly more.

Evaluations are informal. There is a 90-day probationary period during which the employee is evaluated on ability and attitude (willingness to accept help and correction from others). Training is on the job by older employees, and it generally does not take long to learn the job duties. Reimbursement for outside courses is not offered, but AIB courses are available for all qualified bank employees. Time off has been given employees desiring to take a course. The bank encourages persons desiring to upgrade themselves. Promotion opportunities exist, and either the employer or employee may initiate a discussion of possibilities.

Clerical Machine Operator

There are 14 clerical machine operators of this type in the bank, eleven of whom work on the day shift. The day job begins at 8:00 a.m. and lasts until work is completed--anytime between 5:00 p.m. and 11:00 p.m. Duties embrace operating a machine, using the Federal Reserve routing system, routing checks to other banks, balancing those from other banks, and (at the end of the day) recapping all work and balancing the machine.

A high school degree is required. A battery of tests developed for banks is administered to applicants for this job, and a score of 70 or better is required. A police and credit check is made, and a serious offense is considered cause for rejection. Personal references are checked. Falsification of the employment application also can disqualify an applicant.

Interviewers prefer applicants scoring over 90 on the test battery. Although vocational training is not required, applicants with training in office-type machines are preferred. Ordinarily, individuals are not hired with 1-A draft status. Female applicants with children are expected to have made babysitting arrangements. Applicants are preferred who seem to have the potentiality of advancing in the company.

Although the company stated that few applicants for this job have had college training, our sample of the personnel records of persons now in this job shows that over half had at least one year of college. These individuals met all minimum requirements. Only three achieved the preferred test score of 100 or more, and none had vocational training.

Sampled individuals who have been promoted also met the company requirements, but only one of the three met the test score preference. None of these individuals had vocational training; two had received some college education. Employees in this and the previous category were between 18 and 20 years old.

Sampled applicants who were not hired as clerical machine operators clearly did not meet the minimum requirements stated by the company. Only one passed the test battery, and this applicant did not receive favorable references. Half of this sample had some college education.

Methods of recruitment are by word-of-mouth of other employees, and calls to local business colleges and to the West Virginia Employment Service. Newspaper ads are never used. The labor situation for proof machine operators is relatively loose for this company because it will train persons for the job. It takes 1 to 1-1/2 weeks to fill a vacancy.

There are no written evaluations of these employees. A new employee is reviewed after the first three months of work and then automatically receives a raise. The Personnel Department indicated that a raise had been given in all instances at this point. As long as the supervisor is satisfied, no further report will be made.

Employees receive three months of on-the-job training. The operations of the machine can be learned in one afternoon but skill is developed over time. The company does not subsidize employees for business school courses, but American Institute of Bankers courses are available to all; course costs are reimbursed if an acceptable grade is achieved. The bank also will pay college tuition for employees after the first 50 hours of course work have been completed.

Promotion is possible from proof machine operator. They may go to the proof desk (not assigned to a machine), to manager of the proof department, to the computer section, or to the banking floor (e.g., bookkeeping, general ledger). The bank is always looking for promotable people. Although only three records were found of persons hired since January 1, 1965, and promoted, most of their tellers and many others started out in the proof department prior to that date. Notice of available positions are passed around verbally, and it is up to the employees to take the initiative in seeking them. Turnover is fairly high because so many people move up to other jobs.

CHARLESTON, WEST VIRGINIA

Company 2

At the time of the survey this Charleston manufacturing plant employed about 3,600 people. For the last year it has been in a period of rapid growth because of defense contracts. It began the year with 1,800 employees and reached a peak at one time during the year of about 4,000.

The occupations covered by this study included typists, file clerks, and assemblers (industrial machine operators). The Personnel Department has sole hiring authority where production workers are concerned; but office personnel are hired by the Personnel Department after an interview by the supervisor concerned.

Typist

There are 100 clerk typists employed at this establishment. It is considered an easy job to fill. The Personnel Director reported that "area high schools are geared to clerical work". The firm has a backlog of applicants for this position upon which it draws to fill vacancies. In fact, such openings are said to be filled in one day.

The following minimum requirements were stated for this position: high school diploma or equivalent (GED); typing speed of at least 45 wpm; physical examination; security clearance; references; Wonderlic score around 18 and satisfactory grade on ASA aptitude examination. In addition, girls likely to come in contact with the public were expected to have good appearance, attractive personality, and the ability to carry on a conversation.

In addition to the requirements the Personnel Director indicated a preference for girls (rather than men), with previous experience, a C average or better in high school and growth potential. There were no indications that minimum job qualifications for this job have been changed recently. However, as a result of changed personnel procedures, the Personnel Department rather than the departmental supervisor has full hiring authority. This will give the Personnel Department a greater voice in the establishment of job standards and in setting more uniform employment policy.

The principle means of recruitment used by this firm include speaking at high school career days, newspaper ads, and walk-ins. Approximately 50 new clerk typists were sought during the last year because of expansions due to increased product demand. There are no training programs to qualify applicants for this position. Job performance is evaluated by the supervisor at regular six-month intervals, with rating in terms of quality and quantity of work, job knowledge and technical competence, decision-making ability and judgement, creative ability, and management skills. These evaluations are the basis for merit salary increases. Promotions are to other clerical positions such as stenographer and secretary. Where promotional opportunities exist, action generally is initiated by the supervisor. However, we could not ascertain whether such promotions were easily available. The company is now revising its promotion policies so that all promotions to higher-rated jobs will be filled from within; and outside personnel will be hired only for lower-rated (entry) jobs. In addition, the company does reimburse employees who take educational course work in the evenings toward a degree or a diploma.

An examination of personnel records of persons currently holding this position as well as those who were hired and subsequently promoted reveals a very close relationship between stated minimum requirements and employee characteristics. Among persons who applied for this job but were not hired, the primary reasons for their rejection was low test scores (typing or Wonderlic). Reasons for discharge of persons who originally met hiring standards include tardiness and flighty; excess absenteeism; and failure to report when called in.

File Clerk

There are 35 file clerks in this establishment. It is considered an easy job to fill, largely because of the relative looseness in the area's labor market, most openings being filled within one day. Minimum stated qualifications for this job include: high school diploma or equivalent (GED); physical examination; security check; reference check; Wonderlic score of 18 and satisfactory ASA aptitude examination; alert, with good personality and appearance; and growth potential. In addition to the stated requirements, the Personnel Director indicated a preference for higher scores on the Wonderlic, for younger persons, and (in one department) for taller persons.

Minimum standards for this position are being raised this year, in that all persons hired as file clerks must meet requirements for clerk typists. The most significant result of this change would be to add typing-skill requirements to the file clerk list of stated minima.

The company does not conduct training programs to assist potential employees in qualifying for this position. Recruitment is primarily through staff referrals and walk-ins.

Approximately 15 workers were sought for this category last year as a result of the effect of job turnover combined with a staff expansion due to increased product demand. The company had no difficulty finding these workers. The fact that standards for this category are being raised to those of clerk typists indicates a labor market in which the company can tighten standards and still easily attract an adequate supply of trainable young people with basic clerical skills.

Performance is rated by the department supervisor at periodic intervals. Both qualitative and quantitative procedures are considered in the standard performance rating form. Promotions are largely to other clerical positions, but we cannot ascertain how easy or hard these promotions are to obtain. Promotions are generally initiated by the department supervisor. The company does reimburse educational expenses incurred by employees.

Our examination of a sample of personnel folders of persons promoted from or currently holding this position indicates strict adherence to minimum standards. Persons who applied but were not hired seem to have been rejected mainly because of falsification of application (e.g., applicant had serious back surgery not mentioned on application) or low test and typing scores.

Industrial Machine Operator

There are 55 industrial machine operators (assemblers) employed by this Charleston establishment. It is considered an easy job to fill because of the looseness of the general labor market. The company recently underwent a major expansion in plant employment because of the combined impacts of increased demand for industrial products and more defense work in connection with the Viet Nam conflict. Between 300 and 500 persons were sought for this category. The turnover rate is estimated by the Personnel Department to be less than six percent. This job category is considered a basic entry-level job for most higher-rated factory positions, as a result of which the Personnel Director reported that they're "running the largest training program in the country". He also stated that workers in this region did not have much training.

Minimum stated qualifications for this position include: high school diploma or equivalent (GED); security clearance and reference check; physical examination, in which back injuries would be ground for rejection; Wonderlic score of around 18, plus passing grade on the ASA mechanical aptitude examination. Above this minimum level, the Personnel Director preferred young males (not 1A with respect to draft) with related experience. Within the last year some minimum qualifications for this job have been raised and others have been lowered. For example, previously there was no formal education requirement, now the applicant must have a high school diploma or its equivalent. On the other hand, between two and three years of previous work experience used to be required--now related experience is only a preference.

Principal means of recruiting for this job category include schools, the state employment office and advertisements in out-of-town newspapers. The Director also reported that during their expansion they tried to bus people in from the Appalachian region. Unfortunately, most of these people returned to their former homes in a few weeks. The company reported no formal training programs to assist persons applying for this work. However, it does work very closely with vocational education at the state and local levels in an attempt to develop better communication between itself and the region's educational systems.

These workers are covered by provisions of a union contract. The first 60 days on the job are considered probationary. At the end of the 60-day period the supervisor would recommend discharge or retention after which appropriate seniority and layoff provisions would apply. The Personnel Director indicated that many workers are promoted from this job without specifying the "job ladder". However, he did say that individuals from this job category could eventually move into salaried (white collar) positions. Promotion opportunities are generally determined by seniority and the individual's ability to perform high-rated work. Job openings are posted and individuals bid for them. While most training in this firm is on-the-job, periodically additional course work is offered in specialized subjects such as blueprint reading, with generally good employee participation. Bargaining unit employees are also covered by the company's educational reimbursement program for training courses taken on their own time.

An examination of sampled personnel folders for individuals currently holding this job or recently promoted from it shows close adherence to stated minimum requirements.

CHARLESTON, WEST VIRGINIA

Company 3

This is a 350 bed voluntary non-profit general hospital with Pediatrics, General Obstetrics, Nursing, and Surgical Departments. It is a member of the West Virginia Hospital Association and of the Kanawha Valley Planning Association.

All applicants for employment are screened by the Personnel Department, but they must be interviewed and approved by the department head concerned before they can be hired. Nurse aid applicants are interviewed by, screened by, and can be trained by the West Virginia State Employment Security Agency prior to being referred to the department head.

This hospital had about 850 employees at the time of the survey, including all part-time personnel and students. The occupations surveyed here were orderlies, nurse aids, and diet aids.

Orderly

Attendants or orderlies in this hospital assist the professional personnel by providing routine nursing care for male patients. There are 37 orderlies in the hospital. Although the Personnel Department screens applicants for the position, final hiring decisions are made by the Nursing Service Supervisor.

The personnel interviewer looks for applicants who have completed elementary school, while the supervisor is interested in applicants who have completed at least the eighth grade. Age is not a critical factor within a range of 18 to 55 years, although the personnel interviewer gives less consideration to applicants over 45 years old because the job does require lifting and transporting patients as well as constant standing. Before an applicant can be employed as an orderly, he must pass a physical examination and a police check--but rejection due to a police record depends on the nature and extent of the offense(s).

Both the personnel interviewer and the supervisor prefer applicants who have a high school diploma. Applicants with previous experience also are preferred since they do not require extensive training. Personal characteristics are taken into consideration because orderlies work closely with patients. Individuals who are pleasant, willing to work, neat, and clean have a much better opportunity to be hired at this hospital than those with opposite characteristics.

Although persons with leadership qualities are given high consideration, some applicants who are unable to assume leadership are said to make very fine workers. The supervisor is willing to hire applicants who have a 1-A draft status, if they can be sure the applicant can work for three months, and these employees will be rehired upon their return from the service.

Although the hospital described the labor market for this occupation as "tight", in our sample of personnel folders, all but one of the individuals now holding the position met stated minimum requirements; the exception was an individual below the minimum age of 18 years. Available information showed that the hospital's preferences also were met by these people. For example, although only a sixth grade education is required, all sampled employees were high school graduates. The one sampled individual who had been promoted also met all requirements and preferences.

Individuals who were hired but released during their probationary period met all stated minimum hiring requirements. However, information available on their other personal characteristics indicates how they differed from applicants who were hired: One of these released workers had not graduated from high school and another had no previous related experience. Questionable attitudes and characteristics also were noted--in every case performance on the job had been below average.

Applicants who were not hired also differed from successful applicants. More than half had police records of some length; most had not received high school diplomas; other information indicated poor attitude, lack of growth potential, and failure to complete application correctly.

Orderlies are always in demand. The primary methods of recruitment are newspaper ads, referrals by friends, and walk-ins. There are always some vacancies of this kind although, between 1966 and 1967, nearly 30 were hired. The hospital explains this constant demand in three ways: First, the job is not high paying, and most males ultimately can find work at a better salary elsewhere. Second, many men who qualify for the position dislike either indoor work or the environment of a hospital. And third, the hospital has fairly strict standards that automatically eliminate many applicants.

Promotions are possible from this job, but only to a very few positions, and the hospital promotes from within. If an opening occurs, employees are notified and the most qualified of the employees who apply will be promoted. If two applicants for promotion have equal qualifications and previous work performance, the individual with seniority receives the promotion.

Diet Aids

There are 13 diet aids (or tray servers) in this hospital who are responsible for helping set up trays and for serving the patients. Both the personnel interviewer and the Dieatry Supervisor interview applicants for this position, but the Supervisor makes the final decision.

There is no education requirement for this position other than an ability to read and write, since the server must help patients with their menus when necessary. Before being hired, a successful applicant must pass a physical examination. The supervisor will hire either men or women between the ages of 16 and 65. Obese persons will be given little consideration because their weight makes it difficult for them to move around.

In addition to the above requirements, the Dietary Supervisor has certain strong preferences. In the case of younger applicants, a high school graduate is preferred, although this level of education is not expected of older applicants; however, older applicants with previous experience are preferred over older applicants without experience. Preferred ages are 18 to 60 years. Individuals willing to do hard physical work and persons who can be trusted are most desirable. Although either male or female tray servers can be hired, females are preferred. References are usually checked and considered.

In our sample of personnel records, individuals now holding positions as tray servers all met minimum requirements for the job. According to the information which was available, they also met all preferences except that for high school graduates; only two of these sampled employees were high school graduates. Notes about appearance and personality were also made on the personnel files of some individuals, indicating that these factors also may be taken into consideration. This group performed above the average for all workers in the job.

The sample of individuals who were hired as tray servers and have since been promoted also met minimum requirements. As in the case of the individuals now in the job, these people were not all high school graduates (in fact, their average educational attainment of this group was lower than that of the others). Performance was still above average, however. Workers who had been promoted ranged from 39 to 43 years of age, while those still in the job ranged from 29 to 54 years.

Although applicants who were not hired generally met stated requirements, information on their personal characteristics indicates that they were rejected for factors that were not said to be requirements, but which obviously are. The factors included questionable character, poor attitude, and failure to complete the application form correctly.

An interesting aspect of this sample is that these tray servers tend to be distinctly older than their counterparts in other hospitals included in our survey. Turnover is also much lower; it takes only one or two days to fill vacant positions; and there were only three vacancies between 1966 and 1967. The main means of recruitment are staff referrals, the state employment service, walk-in's, and high school career days.

A tray server can be promoted to other positions in the Dietary Department such as salad maker, cook's helper, cook, or even dietary clerk, which is not really a promotion except in the sense of status. The Dietary Supervisor likes to fill vacancies from within the staff, so this policy increases the opportunity for promotion. Although no specific training courses are held to instruct tray servers in the duties connected with these other jobs, their general work around the kitchen tends to familiarize them with this other work.

Nurse Aid

Nurse aids in this hospital assist the professional staff by performing routine functions of nursing care for patients. This occupation is the female counterpart of orderly. Duties vary from cleaning equipment to direct personal care of patients. A personnel interviewer screens applicants for this position but the Nursing Service Supervisor makes the final decisions.

The West Virginia State Employment Service also interviews, screens, and trains girls who wish to become nurse aids. Two training programs are conducted, one under the auspices of MDTA and another which is not under the act and does not provide a stipend for trainees. Ninety-five percent of the applicants for nurse aid positions in this hospital have taken one of these two courses.

One chief requirement for this position, therefore, is vocational training, but if an applicant has actual experience as a nurse aid in an accredited hospital, vocational training is not required. Although the personnel interviewer looks for individuals who have completed the tenth grade, the supervisor has set the minimum acceptable educational level at the eighth grade. All applicants must pass a physical examination prior to employment. A reference of some kind is required--e.g., from the teacher of the nurse aid training program, or from a neighborhood aquaintance. Age limits for this position are 18 to 55 years. An important factor is whether or not the applicant has made acceptable arrangements for transportation to and from work.

Several personal characteristics which the supervisor feels are essential for success in the job are considered when applicants are interviewed for this position. Individuals possessing these characteristics are preferred: Personal appearance (not attractiveness) is important, e.g., cleanliness and care of nails, hair, teeth, and shoes. This attention to personal hygiene is felt to be extremely important because of the nature of the nurse aid's work. A congenial and friendly attitude is preferred because of the close contact nurse aids have with patients and because of the pressure under which they work.

In our sample of personnel folders, the eight employees now holding this position met all stated minimum requirements. In most cases, they also met the preferences. There were two who had not completed ten years of school, and one that was noted as having "a poor attitude". The one sampled individual who had been promoted met all requirements and preferences.

From the available information, it appeared that all persons but one in the sample who had been hired and released during probation also met requirements and preferences. That one had no vocational training. We have no indication in the available information as to why these particular persons performed unsatisfactorily. On the other hand, information from the application forms of persons who applied but were not hired clearly shows how they failed to meet the hospital's standards. Three applicants had no vocational training and one received a negative reference. In addition, notes on their folders referred to unpleasant personality, poor attitude, and lack of potential. As a group, the applicants who were not hired had a lower level of educational attainment than the others.

Because of the successful training programs conducted by the state employment service, this hospital has no difficulty in meeting its need for nurse aids. Hospital staff members attend high school career days, encourage graduates to enter the program and describe the field of nursing service. Although the hospital does not use any other means of recruitment, "walk-in's" are interviewed and sometimes hired.

Evaluations of performance are made after six months on the job and then annually. These evaluations determine salary increases. A supervisor can initiate a request for a salary increase for an individual at any time that job performance justifies it.

There is one position, ward clerk, to which a nurse aid can advance without additional training. It does not involve a salary increase but does give increased status. In addition there are programs available in the area for nurse aids who wish to advance in the field of nursing service. A one year program for Licensed Practical Nursing is supported by MDTA and taught by a faculty furnished jointly by area hospitals. A nurse aid can take a leave of absence from the hospital to attend this course while retaining her seniority, vacations, health benefits, etc. There is no pay for the first four months of this program, but a monthly stipend of $100.00 is paid trainees during the last eight months. Another course, which runs for 14 weeks, trains Operating Room Technicians. In this case also, area hospitals furnish the faculty and MDTA supplies the money.

CHARLESTON, WEST VIRGINIA

Company 4

This is a branch plant of a national concern. The Richmond plant of this firm was also surveyed. For most of the year this plant employs about 2,500 people. In the summer, however, because of a seasonal production cycle and because of employee vacations, a number of young people--usually the employees' sons and daughters who are on summer vacation--are given summer jobs. Full-time employment is stable, and there have been no major layoffs since 1959. If production of one product declines, workers are returned to the general labor pool rather than laid off. As a result, the average length of service among employees is nearly 25 years.

Production employees are hired into the labor pool rather than for specific jobs and serve there for four years. Office employees are hired into the clerical pool. Although general policies are set by the parent company which has prepared a personnel manual for branch-plant use, this manual serves only as a guide, and hiring standards are set by the local Personnel Department.

The above-mentioned employment procedure limited our survey to the two entry occupational pools, rather than to specific occupational groups, since workers could not be permanently assigned to a specific occupation until they had served their required time in a pool.

Typists

At this company entry-level typists begin employment in the clerical group which contains a number of additional entry jobs such as purchase-order typists, key-punch operator, the stenographic pool, and multilith operator. The hiring requirements for all clerical group openings are the same, and applicants are assigned to particular jobs in the group on the basis of need.

This was one of the few surveyed companies which required shorthand for entry. Applicants must be able to take shorthand at 100 wpm and to type at 60 wpm. They must have a high school degree or its equivalent.

This company has age limits of 18 to 50 years. The upper age limit is established by the fact that the retirement program requires an employee to have at least 15 years of service before retirement at age 65. An extensive background check is made on all applicants.

This company prefers to hire relatives of employees. Even so, the background check carries considerable weight. This check was the most extensive made by any company participating in our study and it covered, in considerable detail, the applicant's education, personal finances, health habits, family background and living conditions, loyalty to the country, morals and general character, arrest record, employment record, associates, and reputation in the community.

Only five employees in this occupation met our requirements for the sampling of personnel folders. Three held the job at the time the study was made and two had been hired into the job and had been promoted. Only two openings have occurred in this group in the last two years and the company has a large file of previous applications from which to draw. It feels that people will leave other employment to work there.

In this sample, all met the stated requirements except one girl whose shorthand speed was below 100 wpm. The same girl, however, had a higher typing score than the others.

No training programs other than on-the-job training are given to applicants for this work. Promotion to other clerical jobs is extensive and is based on seniority. By requiring both shorthand and typing, the company can be sure that all entry-level employees have the basic skills needed in more advanced positions.

Although the area's general labor market has been tightening, this company feels that they face a loose market for clerical workers. While there are not as many applicants for these jobs as in the past, the jobs are still not considered difficult to fill. The only change in hiring requirements for this group in the last year is more administrative than substantive in nature. The general requirement of typing and shorthand speeds has been attained by the removal from this group of any entry jobs (such as mail runners) for which typing and shorthand ability were not necessary.

Industrial Machine Operator

Production workers enter employment at this plant through the labor pool. Although these duties do not involve actual machine operation, everyone who eventually operates a machine begins here and moves through a four-year company training program. The actual entry work includes that of a general laboring nature, such as washing windows, cleaning the shop, and digging ditches.

This company tends to give preference to relatives of employees when hiring, but, as was true of the clerical pool, an extensive background check is made of all applicants. The company states they are primarily interested in hiring the good, "all-American boy".

An applicant for the labor pool must have a high school diploma or its equivalent. This requirement is waived only for applicants moving into the area who were previously employed in another company plant. No previous experience is required, however, because all production processes must be learned after employment through classroom and on-the-job training experience.

Two tests are given to guide the Personnel Office in placement, the Wonderlic and the Mechanical Comprehension Test (Psychological Corporation of New York). The minimum acceptable score on the Wonderlic is 20, and on the Mechanical Comprehension is 36 of 60. This score is calculated by taking the number of correct answers and subtracting 1/2 of the remaining (either wrong or unanswered).

No women are hired for labor pool. Physical requirements include a minimum height of 5'7" and a minimum weight of 155 lbs. A strict physical examination must be passed which disqualifies applicants with back trouble, hernia, blindness in one eye, deafness, heart trouble, and high blood pressure. There is a minimum age requirement of 18, and all applicants must be willing to work any shift.

All employees whose personnel folders were sampled met (and many surpassed) the stated minimum standards. When the sampled records of employees are compared with those of persons who were not hired, the significance to company hiring practices of the background check and the interview becomes apparent. One of the rejections was for low test scores. The others were rejected because of the credit check, police records for excessive drinking leading to arrest, "poor impression", lack of ambition, and lack of aggressiveness. Only one employee among those whose records we examined had any arrest record (for reckless driving). On all other factors (where any information relative to the factor appeared in the employee's records) all employees had favorable ratings.

This company has felt no recent need to change minimum requirements. The labor market is regarded as loose. The company has a good reputation in the area and is a preferred place to work. A plant announcement generally is all that is necessary to fill a vacancy, although the West Virginia Employment Security Agency is sometimes contacted. It takes two or three weeks to fill a vacancy, largely because of the extensive background check by a local concern. The company keeps a large backlog of applications on file, often has as many as 3,000 applicants for 50 positions, and may interview 10 to 20 people when filling one position.

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TITLE

A Comparative Study Of The Employee Skills/Training Acceptable To Employers Under Varying Degrees Of Labor Market Stringencies

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RETRIEVAL TERMS

IDENTIFIERS

ABSTRACT

This report summarizes and analyzes 100 "cases" of entry-level jobs. A case is defined as one employer's reaction to the requirements, qualifications, and worker characteristics related to one functional job category. The 100 cases were obtained by surveying between two and four different job titles in each of 35 different establishments located in seven areas.

The areas were: Charleston (W. Va.), Cleveland and Columbus (Ohio), Indianapolis (Ind), Jersey City (N.J.), Richmond (Va.), and Scranton (Penna.). The job classifications were: sales clerk, file clerk, typist, key-punch operator, clerical machine operator, porter and maid, industrial machine operator, food assembler, unregistered laboratory technician, nurse aid, and orderly.

Each employer was interviewed in depth concerning his requirements, preferences, attitudes, and appraisals of the skills and qualifications of entry-level workers. These data were then analyzed in terms of the tightness or looseness of each labor market, as viewed by that employer.

The results of this study provide a broad range of guidance for vocational training and other programs designed to enhance the employment opportunities of young persons, the hard-core unemployed, and the socially deprived. Recommendations are made for training programs, for other social action, and for further research.